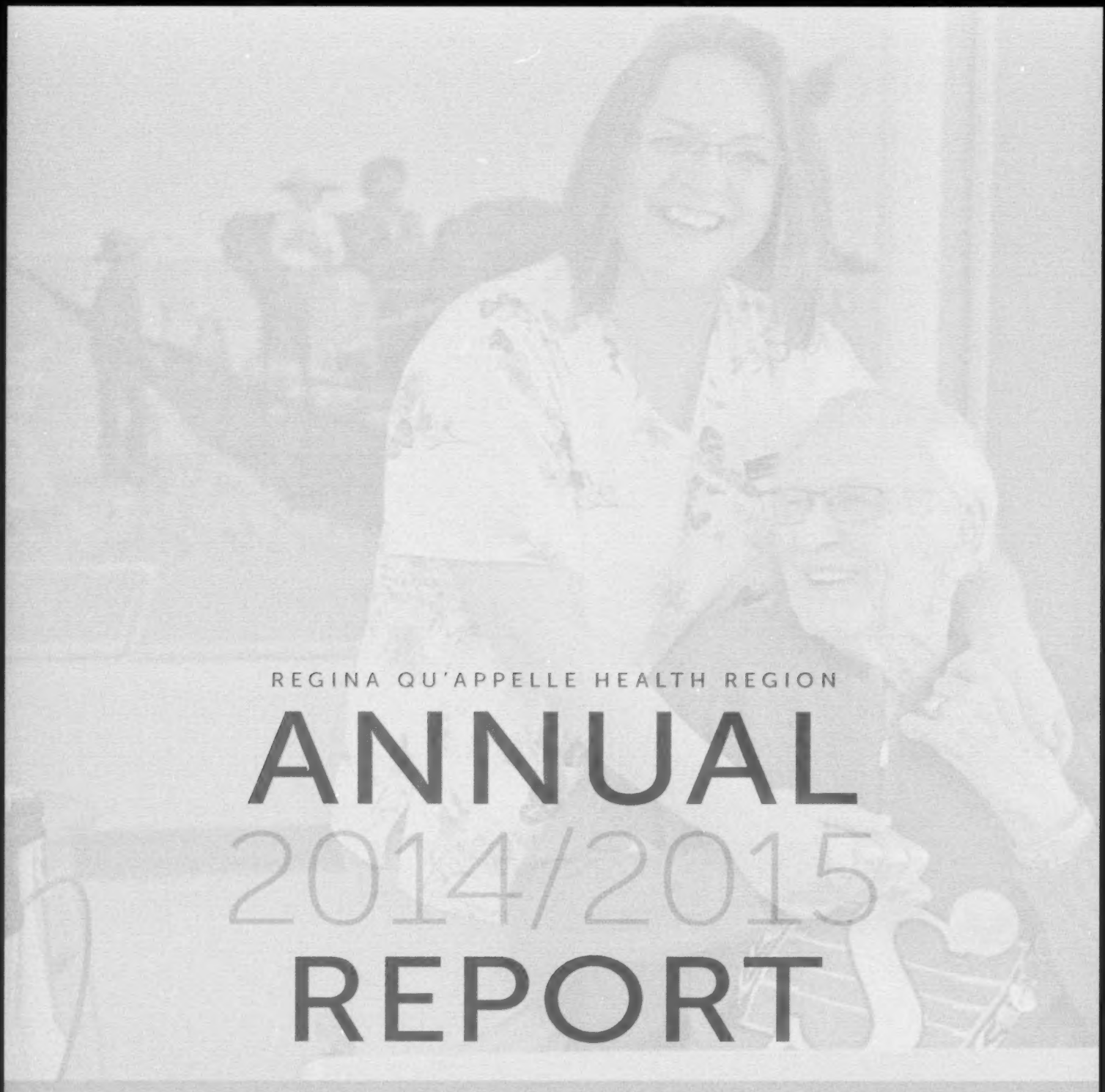

REGINA QU'APPELLE HEALTH REGION

ANNUAL 2014/2015 REPORT

Regina Qu'Appelle
HEALTH REGION

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For more information, visit the Regina Qu'Appelle Health Region website: www.rqhealth.ca

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LETTER OF TRANSMITTAL

To: The Honourable Dustin Duncan
Minister of Health

Dear Minister Duncan:

On behalf of the Regina Qu'Appelle Regional Health Authority, I am pleased to submit our 2014/2015 Annual Report which includes the audited financial statements and outlines activities and accomplishments of the region for the year ending March 31, 2015.

The Regina Qu'Appelle Health Region had many successes and challenges this past year. We have made significant progress in reducing surgical wait times, improving client access to primary health care services in the community, and providing timely, safe care to our patients, clients, residents, and families.

2014/15 continued to challenge us to provide services within available resources and manage the demands of an ever-increasing population base; however, 2014/15 has shown us that we can achieve great things by continuing to emphasize the fundamentals and having the entire team focus on achieving our objectives while fully engaging our patients, clients and residents.

We recognize there is more work to do to meet our goals as an organization and to achieve our provincial priorities; however, we believe we have a strong foundation in place to achieve our targets within the multi-year outcome timeframes which are aligned with the Ministry of Health and our provincial colleagues.

The successes we achieved as a region this past year were due to the dedication and commitment of employees and physicians of the Regina Qu'Appelle Health Region and our many partners, including the patients and families we serve and the direction they provided to help enhance patient-centred care.

Respectfully submitted,

R.W. (Dick) Carter, Chairperson
Regina Qu'Appelle Regional Health Authority

MESSAGE FROM THE CEO

The 2014/2015 Annual Report reflects the successes and challenges we faced this past year in delivering safe, quality health care to the people of southern Saskatchewan.

I am pleased with the fundamental changes we made to provide access to services within available resources while fully engaging our patients, clients and residents as partners in their health care. We will continue this focus in the year ahead as we balance available resources with the demands of population growth, changing demographics, increasing costs and challenging facility, equipment and technology needs.

I commend our staff and physicians, in particular, for their focus and effort in reducing the number of people waiting more than three months for their surgical procedure. In April 2010, approximately 6000 people were waiting; by March 31, 2015, 182 people were waiting. It is certainly a remarkable accomplishment.

In 2015/16, we will build on our successes as we strive to balance our fiscal responsibilities with the needs and expectations of the people we serve. We are committed to building a sustainable health care system which results in better outcomes for individuals and healthier communities throughout our region.

Keith Dewar

INTRODUCTION

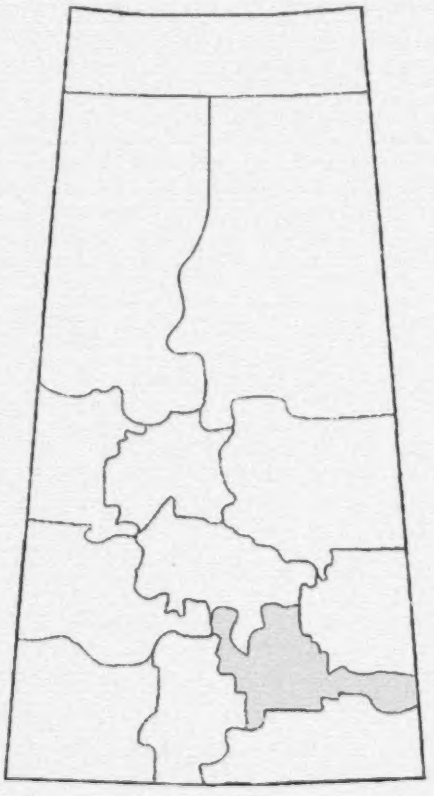
The Regina Qu'Appelle Health Region 2014/15 Annual Report to the Minister of Health provides a summary of the region's progress towards meeting our strategic objectives, which include our obligations as outlined in the 2014/15 Annual Accountability Document received from the Minister of Health at the beginning of the fiscal year.

In addition to detailing the region's performance, this report outlines how the region aligns with the Ministry of Health's strategic and operational directions, includes a compendium of its key partners, provides a report from management endorsing the financial representations, gives a financial overview and audited financial statements, and includes appendices, such as the organizational chart, facilities list and payee list.

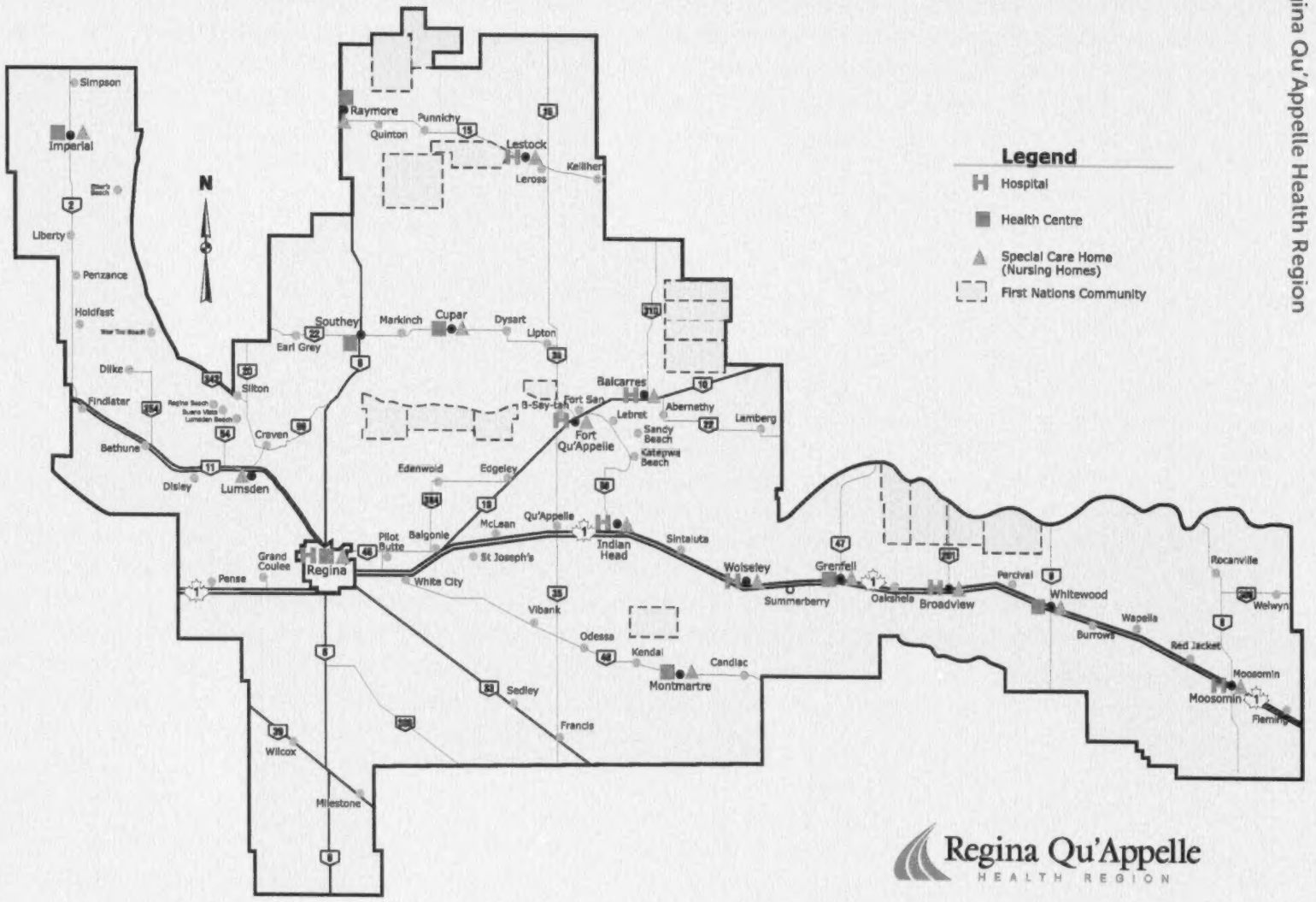
The region is responsible for the preparation of this report and is confident in the reliability of the information provided. The report is completed with the input and oversight of each regional portfolio. Any interpretation of content reflects the best judgment of the reporting unit's leaders.

The region selects performance indicators which will help measure our progress towards achieving our strategic priorities. Financial statements are audited by the Office of the Provincial Auditor prior to publication, in compliance with Canadian Generally Accepted Auditing Standards. The auditor ensures the financial information is adequately reproduced and consistent.

This report provides an opportunity to assess the region's accomplishments, results and lessons learned in 2014/15.



Regina Qu'Appelle Health Region



Accomplishments

The annual report provides an opportunity to showcase some of the many accomplishments achieved by our region and our employees and physicians.

- 2014/15 was marked by high points which saw the launch of new initiatives and programs in support of improving the client experience, as well as recognition of the efforts of staff and physicians in improving patient care and overall patient experience the community. Here are some examples:

- The region saw a significant reduction in the number of people waiting more than three months for their surgical procedure. In April 2010, approximately 6,000 patients were on the region's surgery wait list. As of March 31, 2015, only 182 patients waited longer than three months without a scheduled surgery date.

In April 2010, approximately 6,000 patients were on the region's surgery wait list.

As of March 31, 2015, only

182

patients waited longer than three months without a scheduled surgery date.

- The region has improved access to home care services for clients by adding an additional 19,770 (5.8 per cent) hours of service. Approximately 362,200 hours of care and 13,328 clients were served by home care teams in 2014/15. Home care provides support that enables other health care services to be more effective. For example, providing home care is a key component of reducing wait times, because clients can receive their post-operative services at home instead of waiting in the hospital.

- The region has undergone significant development of its Primary Health Care Networks. Primary Health Care Networks support clients to manage their health in a community setting, with the goal of avoiding the need for acute care where possible. This enables clients to have access to the information and care that they need, to work with the health care provider and the community as part of a team, and to have access to the knowledge that will help them lead a healthy life style and prevent illness. Access to primary health care is also an important component of effective patient flow, because clients can access services in the community rather than the hospital.

- In 2014, a Memorandum of Understanding was signed between the Regina Qu'Appelle Health Region (RQHR) and the Saskatchewan Health Research Foundation which formally established the RQHR as an eligible institution to hold research funding. This partnership enables the region to be well-positioned to be a driving force in practical, innovative, patient-oriented health research in Saskatchewan. In addition, the partnership helps to educate future physicians, nurses, health professionals, and to attract and retain some of the best clinicians in the country.

- As part of the region's safety initiative, a pilot project was successfully implemented on the Wascana Rehabilitation Centre's Unit 3-5, which resulted in a reduced number of

resident falls in the morning. The amount of resident falls went from 13 in a six month time period, to zero in the six months following the pilot.

75%

The region's X-ray turnaround times were improved by 75%.

- The region's patients are also waiting less time for X-rays. A Rapid Process Improvement Workshop (RPIW) improved X-ray turnaround time (the time from when the X-ray was ordered until it was received by the physician) by 75 per cent, which resulted in decreasing the average waiting time from one hour and seven minutes to only 17 minutes.

- Mental health patients are now waiting less time to see a psychiatrist, thanks to an RPIW. The Mental Health Clinic reduced its waitlist from 400 clients to only seven in 2014. Changes to the patient intake, screening processes, communication practices with clinicians and physician recruitment have helped achieve this improvement.

- The region's hand hygiene audit compliance rate reached close to 70 per cent in February 2015, representing a 100 per cent increase from May 2013 (34.3 per cent) based on blind audit figures. Reducing the transmission of germs can significantly reduce unnecessary harm to patients, clients and residents.

- The region significantly improved its communication with patients by providing all patients and their families an opportunity to take part in, and be informed of, their discharge plans by moving multidisciplinary rounds to the patient's bedside. Patients who are included in their care plans generally have better care experiences and recover quicker than those who are not. As a result of this project, there is no time lag between when caregivers discuss a patient's discharge plan, and when the patient/family learns about the plan. All medicine units in the region now engage in multidisciplinary rounds.

Patient Appreciates Improvements

Olga Dillman is certain the new post-surgery group therapy classes offered by the Hip and Knee Treatment and Research Centre at 1621 Albert Street are helping her recover more quickly from knee surgery.

"I'm monitored and my progress is phenomenal," said Dillman, who had surgery to replace her left knee in January. "Everyone around me would say, 'Boy are you going good.' And I would encourage others and say, 'It's going to come.' You feed off each other and encourage and compare yourself with others." The group sessions were developed during the redesign of the new centre using Lean tools.

Through group therapy classes, patients work with more than one therapist, each with his or her own way of explaining end goals. "Experiencing multiple teaching methods leads to a clearer appreciation of what you need to achieve," said Olga.

She also appreciated the phone call she received from a nurse 72 hours following surgery – another new service of the centre.

"You've been through something major, through an emotional situation, and now somebody is keeping track of you. You don't feel like you've been lost in the system. You feel that someone actually cares."

WORKING TOGETHER TOWARDS THE FUTURE

Setting the Strategic Direction

The region's Vision, Mission and Values set a clear direction for our organization and for those who work within it.

The RQHR is a key partner in the provincial strategic planning process that works in collaboration with the Ministry of Health, the Saskatchewan Cancer Agency, 3sHealth, Health Quality Council, eHealth and the 12 other provincial health regions.

RQHR Strategic Framework

VISION
Healthy People, Families and Communities
MISSION
We are a provincial and community provider of a full range of quality health services, education and research that inspires public confidence. We achieve success in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.
VALUES
Compassion
Respect
Collaboration
Knowledge
Stewardship
Better Care
Better Health
Better Teams
Better Value
Culture of Safety | Patient & Family Centred Care
Continuous Improvement | Think & Act as One System

Acting as a key partner in a single, integrated, Saskatchewan health care system is fundamental to our success. The RQHR is committed to creating a system that focuses our services from the perspective of the patient journey.

Our multi-year strategic plan aligns with the provincial strategies of **Better Health**, **Better Care**, **Better Value** and **Better Teams** as well as the Saskatchewan Plan for Growth and is built upon the guiding principles of balanced growth and "thinking and acting as one system." It directs our efforts and provides clear focus as we work towards achieving our Vision of "Healthy People, Families and Communities" and improving access, quality and safety for the people we serve.

The plan addresses gaps and opportunities in the following areas:

- Addressing immediate and longer-term needs and requirements of our region and the people we serve.

- Foundational work that will enable us to accomplish our goals and the provincial health system strategies.

To support the delivery of our multi-year strategic plan goals, we have developed a robust strategic planning cycle for our organization that will guide strategic planning within the region. This planning cycle ensures that every level of our organization from the Regional Health Authority through to frontline managers are engaged and embedded in the planning process and have a clear understanding of what they are required to do to support regional and health system goals and ensure those we serve receive the best possible health care experience.

Accountability

Considerable effort is put into working with the Ministry, other health partners and within the RQHR to ensure we are measuring and reporting on progress towards our strategic objectives on a regular basis. A reporting cycle has been developed to ensure we are monitoring progress and as a means of updating the organization and stakeholders, including the public on a regular basis.

The RQHR's Senior Leadership Team reports regularly on the progress of the multi-year strategic plan and one-year business plan. This includes a twice yearly CEO update on strategies, quarterly reports on strategies and twice monthly Senior Leadership Team report on business plan progress. These activities are supported by a communications plan to ensure transparency to the organization and our stakeholders.

Governance

The Regional Health Services Act establishes the Regina Qu'Appelle Regional Health Authority (the Board) as the governing body of the RQHR. Members of the Board are appointed by the Lieutenant Governor in Council under *The Regional Health Services Act*.

The Board is accountable to the Minister of Health to achieve the provincial and regional goals and objectives for health services in the Region, ensuring all health care programs are effectively and efficiently planned, delivered, monitored and evaluated on behalf of the residents of the RQHR.

The Board schedules frequent public meetings throughout the year that are held in Regina and in rural locations across the region.

All Board members are residents of the Regina Qu'Appelle Health Region. There were 10 Board members at the end of the 2014/15 fiscal year, including:

Brian Barber,* Acting Chairperson
Colleen Bryant
Jacqueline Carter
Judy Davis
Linda Jijian
Jocelyne Lang
Larry Miskiman
Sean Quinlan
Gary Semenchuck
Peter Woidyla

* Effective April 7, 2015, Dick Carter assumed the position of Board Chairperson.

The Board's key areas of governance accountability were supported by four committees, as follows:

Audit, Finance and Risk Committee:
The Audit, Finance and Risk Committee recommends policy, provides advice to, and acts on behalf of the Board. The Committee evaluates strategic issues related to managing health care resources in an accountable and transparent manner that ensures the future provision of appropriate services; including achieving best value for money, improving transparency and accountability, and strategically investing in facilities, equipment and information infrastructure.

Human Resources Committee:
The Human Resources Committee recommends policy and provides advice to the Board on matters related to RQHR employees. The Committee evaluates, examines and assures itself and the Board that the region is compliant with provincial policy and leading practice in matters related to its employees. The Committee evaluates strategic issues and advises the Authority on matters related to creating a workplace where individuals work together respectfully, and take pride in contributing to the positive client experience and achieving the organization's goals. The Committee also evaluates strategic issues and advises the Authority on building safe, supportive and quality workplaces that support patient-and family-centred care and collaborative practices; and on developing a highly-skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Policy and Governance Committee:
The Policy and Governance Committee recommends policy and provides advice to the Board on matters related to governance and the policy framework. The Committee evaluates, examines and assures itself and the Board that the region is compliant with provincial policy and leading practice in matters related to governance and policy.

Quality and Safety Committee:
The Quality and Safety Committee recommends policy and provides advice to the Board on matters related to quality and safety. The Committee evaluates, examines and assures itself and the Board that the region is compliant with provincial policy and leads practice in matters related to quality and safety. Dimensions of quality include accessibility, equity, client-centred care, efficiency, effectiveness, safety and competency.

Who We Are

The Regina Qu'Appelle Regional Health Authority was created in 2002 with the proclamation of The Regional Health Services Act. It is one of 13 regional health authorities in the province. The health authorities receive most of their funding from the Saskatchewan Ministry of Health and provide the majority of health services in the province.

For most purposes, the organization uses the operating name Regina Qu'Appelle Health Region (RQHR) and refers to the governing board as the Regina Qu'Appelle Regional Health Authority (RQRHA). Each year, the Ministry of Health provides each region with an accountability document that sets out the Ministry's expectations for the funding it provides. It contains high-level organizational (governance and directional) expectations and program-specific expectations for the regions. The document is also intended to clarify the Ministry of Health's organizational, program and service expectations of each region.

As a vital partner with the provincial government and the Ministry of Health, the RQHR is the major health care referral centre for southern Saskatchewan. While the region has a covered population of 287,499[1], it serves approximately half a million people as a tertiary health care provider. The region's population has grown by 7,363 since last fiscal year. Approximately 30 per cent of those who receive day surgery or inpatient hospital services live outside of the region's geographic boundaries.

The RQHR has approximately 7,956.03 full-time equivalent (FTE) positions, a further 971.21 affiliate FTEs, and employs 20.5 of the region's approximately 625 physicians who have practicing privileges. These staff and physicians are supported by more than 1,000 volunteers, and together they provide health care services throughout the region.

1. The Government of Saskatchewan, Ministry of Health Covered Population 2013. http://population.health.gov.sk.ca/rhalist.htm

REGINA QU'APPELLE HEALTH REGION EMPLOYEES (FULL-TIME EQUIVALENTS)			
	2012/2013	**2013/2014**	**2014/2015**
Management*	366.18	397.10	417.13
Nursing	2,610.35	2,621.76	2,673.42
Physicians employed by RQHR	21.71	20.75	20.50
Professional	828.25	778.26	787.70
Support Staff	3,395.66	3,425.62	3,531.09
Technical	499.39	511.11	526.19
TOTAL	**7,721.54**	**7,754.60**	**7,956.03**

* Note: Approximately 20 of the 30.92 increase to Full-Time Equivalents (FTEs) from 2012/13 to 2013/14 in the Management category were re-classifications from the Professional category. The re-classifications were due in part to the SAHO-3sHealth Out-Of-Scope Job Standardization Project that took effect in May 2013.

REGINA QU'APPELLE HEALTH REGION AFFILIATE STAFF (FULL-TIME EQUIVALENTS)			
	2012/2013	**2013/2014**	**2014/2015**
Management	34.73	36.81	36.81
Nursing	163.93	162.04	162.04
Professional	24.76	23.76	23.76
Support Staff	766.52	748.60	748.60
TOTAL	**989.94**	**971.21**	**971.21**

Services

The RQHR offers a comprehensive range of services in the areas of hospital, emergency, rehabilitation, community, mental health, long-term and continuing care, home care, immunization and primary health care services. These services are delivered in two tertiary care hospitals and a specialized provincial rehabilitation centre in Regina, along with five other acute care facilities (located in Moosomin, Indian Head, Wolseley, Broadview and Fort Qu'Appelle). There are 31 region-owned facilities and 11 affiliated long-term care facilities, seven primary health care sites, as well as several public health sites, community health centres, independent physician offices and private residences. For a list of urban, rural and affiliate facilities, please see Appendix B on page 103.

Many of the facilities are owned and operated by the region, but the RQHR also works in partnership with affiliate health care organizations (see page 24).

HOSPITAL CARE UTILIZATION

	2012/2013	2013/2014	2014/2015
Admissions*	35,281	36,595	38,282
Average daily census	645.7	650.67	654.01
Average length of stay (days)	6.7	6.3	6.3
Births/newborn admissions	4,087	4,234	4,253
Emergency visits	110,000	107,033	113,805
Radiology procedures	111,065	112,164	114,831
Ultrasound procedures	30,705	29,995	25,095
Mammography procedures	11,016	11,252	6,093**
MRI procedures	16,372	16,630	19,659
CT procedures	114,312	118,526	67,413**
Nuclear medicine procedures	10,378	12,329	9,147**
Bone mineral densitometry procedures	4,380	4,262	4,127

* Excluding newborns

** The RQHR has aligned exam counts in these areas with a provincial standard method which significantly altered the year-end volume The change occurred due to the implementation of the provincial Radiology Information System on May 27, 2014

ACUTE CARE SURGERY			
	2012/2013	**2013/2014**	**2014/2015**
Inpatient surgery	10,754	11,900	11,795
Outpatient surgery – operating room	12,478	14,713	14,655
TOTAL	**23,232**	**26,615**	**26,450**

LABORATORY SERVICES			
	2012/2013	**2013/2014**	**2014/2015**
Clinical Laboratory – Orders placed	1,111,836	1,137,580	1,167,338
Clinical Laboratory – Tests performed	3,783,155	3,952,096	4,200,914
Surgical Pathology, Hematopathology and Autopsy – Case count	45,917	43,670	46,851
Cytopathology – Case count	60,148	58,495	57,003

HOME CARE SERVICE HOURS			
	2012/2013	**2013/2014**	**2014/2015**
Number of units*	361,498	357,718	378,160

* A unit is an hour of service or one meal served via Meals on Wheels. Service hours include nursing, home services, Meals on Wheels, therapies (physical, occupational, and community), case management, social work, community support, and volunteers.

REGINA EMERGENCY MEDICAL SERVICES (EMS)			
	2012/2013	**2013/2014**	**2014/2015**
Rural responses	886	783	706
Out-of-region responses	101	90	110
Inter-facility responses	3,557	3,891	3,247
Urban responses	14,759	14,214	15,321
No-transport calls	5,747	5,833	5,744
TOTAL CALLS	**24,870**	**24,811**	**26,128**

Academics

One of the region's roles is to act as an academic and research centre for a variety of health science learners in southern Saskatchewan.

Of note is the growing number of medical learners (see chart on the following page) who now call Regina home and are permanently located at the University of Saskatchewan's College of Medicine, Regina Campus at the Regina General Hospital.

To ensure that these learners receive a high-quality educational experience requires a significant amount of coordination, organization and commitment. In this past year, approximately 50 RQHR employees and 355 physicians acted as preceptors for the program.

In 2014/15, there were more MOREOB obstetric education days included in interdisciplinary learning events, which included nurses, family physicians, midwives and obstetricians. These professionals came together in the Dilawri Simulation Centre to re-enact high risk, low frequency events.

Medical Learners	2012/2013	2013/2014	2014/2015
2nd year medical students	24	28	40
3rd year medical students	17	38	39
Junior Undergraduate Rotating Student Internship/Clerks	30	29	27
Family Medicine Residents	30	29	27
Geographically-based Residents (Obstetrics/Gynecology, Psychiatry, Internal Medicine, Emergency Room)	31	22	32
Rotating students	259	298	*150 (approx.)
TOTAL	**396**	**455**	**326**

* With increased geographically based learners and changes to the surgical program – fewer rotating students were part of the campus in 2014/15. This number is anticipated to increase in 2015/16.

A key outcome of the Regina campus is the recruitment and retention of local learners to the medical staff of the RQHR. The past year saw 12 University of Saskatchewan College of Medicine graduates join the RQHR medical practitioner community in a variety of key areas including family medicine, emergency medicine, dermatology and pediatrics.

The popularity of the Dilawri Simulation Centre as a venue for both health science learners and practitioners to hone their clinical skills in a safe and interactive setting grew again in 2014/15. 3,325 learners (a 24 per cent increase from last year) took part in educational sessions in the centre and the team coordinated an additional 93 bookings for simulation equipment to travel outside the centre – where learners used the equipment to practice in their own work environments and further enhance the realism of the sessions.

Research

In 2014/15, 130 new research studies were approved by the RQHR Research Ethics Board. Since many studies require more than one year to complete, the region was actively involved in 278 studies during the 2014/15 fiscal year. 70 RQHR-affiliated physicians and staff members conducted research representing 48 clinical specialty areas.

Building better teams and providing better care continues to be the goal of those involved in academics and research within the RQHR.

The following pages show snapshots of some of the RQHR's key research projects for 2014/15.

Regina Qu'Appelle
HEALTH REGION

Research Matters...
to all of us

Cardiology Research

Cardiovascular research in the Regina Qu'Appelle Health Region (RQHR) has had a significant impact on the treatment of patients with heart disease. Collectively, this busy group of clinicians has published over 140 peer-reviewed articles, presented their research at numerous national and international conferences, and are currently involved in over 40 studies. They have been part of several large, ground-breaking clinical trials and have acquired several million dollars in funding from granting agencies, the government of Canada, and industry sponsors for their research.

Dr. Omar Sultan is the Medical Director of the Group Medical Services Cardiac Rhythm Device Clinic. He is currently involved in several studies that look at the relationship between fainting and sudden cardiac death related to heart rhythm disturbances. The effectiveness of treatments for this condition, particularly the use of cardiac rhythm devices, has been a significant focus of his research.

Dr. William Semchuk's research assesses the effectiveness of current medication therapies and best practices in cardiovascular disease and thrombosis. The aims of his research are to understand the challenges that patients experience with regard to their medication use and to investigate ways to ensure that they are receiving optimal pharmacological treatment.

Dr. Andrea Lavoie and Dr. Payam Dehghani have built an effective team that investigates both the prevention and optimal treatment of cardiovascular disease. Dr. Lavoie conducts research that aims to reduce the time it takes for patients who experience a cardiac event to receive life-saving treatment. Dr. Dehghani is actively researching novel techniques to enhance cardiac surgery, specializing in adults with congenital heart disease and treating myocardial infarction. Teaching and research mentorship for medical students and residents is an integral component of their research program.

Regina Qu'Appelle
HEALTH REGION

Research Matters...
to all of us

Surgery Research

Over the last few years, the Regina Qu'Appelle Health Region (RQHR) has made improving the surgical experience for patients a top priority. Patients now have better access to treatment, are seen faster, and receive more appropriate care. Improvements in patient outcomes are also being driven by the innovative research conducted by our RQHR surgeons.

Vascular surgeons Dr. David Kopriva and Dr. Donald McCarville have been researching ways to help identify and treat patients who have life-threatening conditions such as aneurysms and strokes. They are collaborating with surgeon and trauma specialist, Dr. Jagadish Rao, in a physician-initiated clinical trial investigating the effectiveness of a commonly used blood clotting drug in patients with ruptured abdominal aneurysms. This study aims to vastly reduce the proportion of people who die from this condition. Dr. Kopriva is also collaborating with biologists at the University of Regina on research using sophisticated techniques to characterize carotid artery plaques, which will guide our understanding of stroke prevention.

General surgeon Dr. Gordie Kaban and Orthopedic surgeon Dr. Jeremy Reed are particularly interested in improving patient safety in current surgical practices and developing new techniques that will result in better care and improved outcomes for patients in the RQHR. Dr. Kaban collaborates with many surgical residents on projects, including evaluating complications and outcomes associated with weight loss surgery for patients in the Bariatric Clinic and studying infection rates associated with hernia surgeries. Dr. Reed and Dr. Megan Dash are collaborating with researchers from the University of Regina in diverse areas ranging from concussions and mental health in athletes, to the visual cues necessary for a surgeon's preparation for surgical procedures.

This busy group of specialists are committed to providing undergraduate medical students with first-hand opportunities to learn about research and the impact it can have on clinical care. Through effective mentoring and guidance, many of their students have won awards for their research.

Emerging Issues

The RQHR is committed to addressing the emerging needs of our region and will continue to deal with common risk factors associated with infections and chronic diseases among our residents.

During the month of March, 2014, a deadly viral disease started spreading among communities in West African countries. The Ebola virus was identified primarily affecting the countries of Sierra Leone, Guinea and Liberia.

The outbreak in West Africa is the largest and most complex Ebola outbreak since the Ebola virus was first discovered in 1976. There have been more cases and deaths in this outbreak than all others combined. The outbreak began in Guinea, then spread across land borders to Sierra Leone and Liberia, by air (one traveller) to Nigeria and USA (one traveller), and by land to Senegal (one traveller) and Mali (two travellers).

Globally, the World Health Organization (WHO) and countries around the world started responding to this emerging health crisis. On August 8, the WHO Director-General declared the West Africa outbreak a Public Health Emergency of International Concern under the International Health Regulations (2005).

Locally in Saskatchewan and in the various health regions, it was recognized that we may be affected by returning travellers or health care staff with risk of exposure to Ebola virus in West Africa. Starting in early August 2014, our region embarked on a comprehensive preparatory response to ensure we had evidence-based processes in place to deal with presenting persons who may have illness or exposure related to the events in West Africa.

Efforts included ensuring seamless referral processes, extensive surveillance, updating infection control practices, acquiring appropriate Personal Protective Equipment, creating work standards to deal with the patients in our emergency rooms, intensive care units and those who may present in a community health care site. This was followed by two mock exercises, as well as one table top exercise with participants from almost every portfolio and service line in our region. Continuous improvement principles were integrated into this process.

Although the preparatory work focused on this particular disease, the application of the defined processes extends beyond this and positions our region favourably to deal with very serious infectious diseases. Fortunately it appears that the global efforts are able to control the events in West Africa and in time the situation will be resolved, but our learnings from this and the collaborative approach used to design an evidenced-based plan have been invaluable.

Key Partners

The Regina Qu'Appelle Health Region works closely with a number of affiliated agencies and other health care organizations in providing services and programs to residents of the RQHR and the province.

An affiliate, as defined by *The Regional Health Services Act*, is an operator (other than the region) of a hospital or a not-for-profit special care home. A health care organization, as defined by the *Act*, is an affiliate, or an organization prescribed in regulation, that receives funding from a regional health authority to provide a health service.

KEY PARTNERS		
Name of Key Partner	**Service Provided**	**Relationship and Accountability to RQHR**
Radiology Associates of Regina Medical PC Incorporated	CT scanner.	Contracted to provide CT scanning exams for RQHR outpatients.
RCA Diagnostics Inc., operating as Mayfair Diagnostics Regina	MRI Scanning.	Contracted to provide MRI scanning exams for RQHR outpatients.
Surgical Centres Inc.	Day Surgery (orthopedic, ear, nose and throat surgeries, dental procedures, plastic surgeries and cataracts).	Contractual agreement outlining obligations and service provision. Operator governed by the *Canada Health Act*, *The Health Facilities Licensing Act (Saskatchewan)* and *The Regional Health Services Act (Saskatchewan)*. Numerous reporting requirements including weekly procedure reports and utilization; monthly complications reports; quarterly patient satisfaction reports; semi-annual volume of insured services; annual financial reports.

KEY PARTNERS		
Name of Key Partner	**Service Provided**	**Relationship and Accountability to RQHR**
Gamma-Dynacare Medical Laboratories	Specimen Collection, Transport and Report Distribution.	Relationship: To operate Patient Service Centres (PSC) to provide community laboratory services of the following type: • Leasing, operating, and maintaining required numbers and locations of PSC; • Providing on-site phlebotomy, accessioning, and specimen preparation services; • Mobile phlebotomy services; • Transportation services for specimens, reports, blood products, other supplies, etc. between specified locations; and • Report distribution. Accountability: To provide the Services to the RQHR in accordance with and subject to the terms and conditions contained in the Agreement; and, in relation to the provision of Services to work in a collaborative way towards achieving the goal of health improvement in the Health Region and its referral areas.

REGINA QU'APPELLE HEALTH REGION AFFILIATES		
Name of Affiliate	**Service Provided**	**Relationship and Accountability to RQHR**
All Nations' Healing Hospital	13 acute care beds, 1 palliative care bed, emergency, lab/ diagnostics, Women's Health Centre.	Affiliate service provider – Principles and Services Agreement with the RQHRA. Quarterly and annual financial reporting, regular statistical reporting.
Raymore Community Health and Social Centre	a. Part-time clinic, visiting physicians, visiting nurse practitioner, other visiting professionals. b. Health centre with visiting Nurse Practitioner and other health care professionals (e.g. foot care clinic, blood pressure clinic, etc.).	a. Affiliate service provider – Principles and Services Agreement with the RQRHA. Quarterly and annual financial reporting, quarterly statistical reporting. b. Affiliate with an affiliation agreement. Quarterly and annual financial and statistical reporting.
Extendicare (Canada) Inc. (Elmview, Parkside, Sunset)	Parkside Heavy care long-term care, Transition Unit. Elmview Heavy care long-term care, Quick Response Unit. Sunset Heavy care long-term care, young adult programming.	Parkside, Elmview and Sunset are Health Care Organizations service providers – Principles and Services Agreement with the RQRHA. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Cupar and District Nursing Home	Heavy care long-term care, small Adult Day Support Program integrated in the activities program.	Affiliate service provider – Principles and Services Agreement with the RQRHA. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Lumsden and District Heritage Home	Heavy care long-term care, small Adult Day Support Program integrated in the activities program.	Affiliate service provider – Principles and Services Agreement with the RQRHA. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Santa Maria Senior Citizen's Home	Heavy care long-term care, specialized dementia unit, respite care.	Affiliate service provider – Principles and Services Agreement with the RQRHA. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.

REGINA QU'APPELLE HEALTH REGION AFFILIATES		
Name of Affiliate	**Service Provided**	**Relationship and Accountability to RQHR**
Regina Lutheran Housing Corp.	Heavy care long-term care.	Affiliate service provider – Principles and Services Agreement with the RQRHA. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Salvation Army William Booth Special Care Home	Heavy care long-term care, convalescent care, palliative hospice, large Adult Day Support Program, respite care.	Affiliate service provider – Principles and Services Agreement with the RQRHA. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
The Qu'Appelle Diocesan Housing Company	Institutional light long-term care for a very frail population who meet special criteria, small assisted living program for residents in housing.	Affiliate service provider – Principles and Services Agreement with the RQRHA. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.

Other contracted organizations assist the RQHR in achieving its goals. The community-based organizations and third parties that receive funding through the region in 2014/15 are listed below.

COMMUNITY-BASED ORGANIZATIONS AND THIRD PARTY PARTNERS		
Organization Contracted	**Service Provided**	**Relationship and Accountability to RQHR**
Canadian Red Cross	To provide and manage the Red Cross Veterans' Arts and Craft program at the Wascana Rehabilitation Centre.	Contractual agreement outlining obligations. Quarterly reporting with annual summary report.
Mutchmor Lodge	Ongoing subsidy for accommodation of clients in 14 beds. Clients who access these 14 beds must meet the criteria established for the Mutchmor Lodge Initiative.	Contracted service and monthly statements confirming names of clients who are accommodated in the 14 subsidized beds.

COMMUNITY-BASED ORGANIZATIONS AND THIRD PARTY PARTNERS

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
North Central Community Association Inc.	Assist in the provision of resources and care to community clients by increased access to health related services.	Contractual agreement outlining obligations and responsibilities; monthly statistical reports regarding nursing activity; annual financial report.
Planned Parenthood Regina	Youth focused sexual health service including counseling, medical service, education and advocacy.	Contractual agreement; quarterly income/expense and monthly program statistics; annual report including audited financial statement.
AIDS Programs South Saskatchewan	a. Provision of supplies required to provide Needle Exchange/Harm Reduction programming to meet protocol and standards of practice of RQHR Program. Includes provision of staff training, immunization, consultation and guidance by RQHR personnel. b. HIV Strategy: expansion of Needle Exchange/ Harm Reduction Program (Sat) and AT RISK group and Circle of Courage women's group; services to increase availability support programming for at-risk and HIV positive clients/ community members.	a. Contractual agreement; maintenance of daily and monthly needle exchange statistics reported on a monthly basis. b. Contractual agreement outlining obligations and responsibilities; operational plan and annual budget; quarterly revenue/expenditure and statistical/program reports; annual report and audited annual financial statement.
All Nations Hope Network	HIV Strategy: outreach to HIV positive and at-risk community members and families; provision of education, assistance with case management and social issues, referrals, prevention resources, assistance with integration of services and client access to Elders, medical care and treatment.	Contractual agreement outlining obligations and responsibilities; operational plan and annual budget; quarterly revenue/expenditure and statistical/program reports; annual report and audited annual financial statement.

COMMUNITY-BASED ORGANIZATIONS AND THIRD PARTY PARTNERS		
Organization Contracted	**Service Provided**	**Relationship and Accountability to RQHR**
Carmicheal Outreach	HIV Strategy: housing support and assistance for those living with HIV and at-risk for HIV who are experiencing housing challenges, are vulnerably housed and/or homeless.	Contractual outlining obligations and responsibilities; Operational plan and annual budget; quarterly revenue/ expenditure and statistical/program reports; annual report and audited annual financial statement.
Street Workers Advocacy Program (SWAP)	Provide and coordinate services and daily monitoring by SWAP employees working in the ten space supportive apartment living service for pregnant and post-partum women struggling with addiction issues.	Contractual agreement. Quarterly statistical/performance reports and quarterly financial reports.
Regina Palliative Care Inc.	a. Provide bereavement services through the Greystone Bereavement Centre in addition to provincial outreach and training. Support the RQHR Palliative Care Services through donations for equipment and educational opportunities. b. Registered Canadian Charity with an independent community governance board. Provides educational, equipment and program support for RQHR Palliative Care Services; Regina Wascana Grace Hospice; and bereavement services for the general public.	a. Memorandum of understanding between RQHR and RPCI for one time funding to develop and delivery bereavement services. b. Memorandum of Agreement between RPCI Board and RQHR CEO. No reporting relationship.
Cosmopolitan Learning Centre Inc.	Provide a variety of life skills training, employment opportunities as well as recreational and social activities for adults with intellectual and accompanying physical disabilities.	Grant agreement renewed annually which outlines responsibilities and obligations. Monthly activity report submitted.

COMMUNITY-BASED ORGANIZATIONS AND THIRD PARTY PARTNERS		
Organization Contracted	**Service Provided**	**Relationship and Accountability to RQHR**
Leading Thunderbird Lodge Inc.	Management of funds for capital improvements.	Provide funding to LTL upon confirmation from Ministry of Health that the services have been received.
Canadian Mental Health Assoc./ Regina Branch Inc.	Provide funding for 7.5 full time employees (FTE) to provide supported socialization and vocational programming to persons with severe and persistent mental illness.	Contractual agreement outlining obligations. Annual report, quarterly report and audited financial statements.
Mobile Crisis Services, Inc.	Provide after-hours mental health crisis response.	Contractual agreement outlining obligations. Annual report, quarterly report and audited financial statements.
Phoenix Residential Society	Provide programming and housing to persons with severe and persistent mental illness. Provide support to persons living in the community who have severe and persistent mental illness, and to those at risk of eviction.	Contractual agreement outlining obligations. Annual report, quarterly report and audited financial statements.
Ranch Ehrlo Society	Provide supportive residential treatment services to adults diagnosed with higher functioning autism spectrum disorder. Provide children and youth diagnosed with ASD a variety of rich experiences through sport, social connections and creativity. Provide an eight week summer program for children under age 6 who have Autism Spectrum Disorder.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements. Outcomes specified in agreement.
Rainbow Youth Centre Inc.	Provide Home Visiting Early Learning/Child Care and Family Support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.

COMMUNITY-BASED ORGANIZATIONS AND THIRD PARTY PARTNERS		
Organization Contracted	**Service Provided**	**Relationship and Accountability to RQHR**
Regina Community Clinic	Provide community-based support, counseling, and intervention services to hard to reach youth and adults with FASD or suspected of having FASD.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.
Regina Recovery Homes Inc.	Provides a 23 bed, 30 day inpatient addiction treatment program located at Pine Lodge in Indian Head.	Contractual agreement outlining obligations. Annual reporting period. Jointly run admissions committee.
Student Energy in Action for Regina Community Health Inc.	Student-run organization. Provides limited after-hours primary health care to residents of Regina's North Central neighbourhood.	Grant agreement; semi-annual financial and activity reports.
City of Regina Transit Department	Paratransit use for Adult Day Support Programs.	Small operating grant in recognition of the significant Paratransit use for Adult Day Support Programs.
Lumsden and Craven Seniors' Program Inc.	Assisted living in seniors' housing including a meal program.	Community-based grant agreement; annual financial reporting.
Milestone Assisted Living Advisory Board	Assisted living in seniors' housing.	Community-based grant agreement; annual financial reporting.
Salvation Army Waterston Centre	a. Supportive residential program. b. Provide daily practical residential support to persons with severe and persistent mental illness.	a. Community-based grant agreement; quarterly statistical reporting, quarterly and annual financial reporting. b. Contractual agreement. Monthly statistics, quarterly financial reports, and year-end financial reporting.

COMMUNITY-BASED ORGANIZATIONS AND THIRD PARTY PARTNERS		
Organization Contracted	**Service Provided**	**Relationship and Accountability to RQHR**
Autism Resource Centre	Provide Home/community-based individualized programs and advice regarding treatment services for adults with autism. Provide summer programming to children with autism.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.
Aboriginal Family Service Centre	Provide Home Visiting Early Learning/Child Care and Family Support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Regina Early Learning Center	Provide Home Visiting Early Learning/Child Care and Family Support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Regina Open Door Society	Provide Home Visiting Early Learning/Child Care and Family Support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements
Stepping Stones Child Care Cooperative	Provide Respite Early learning/ child care and family support services to families with vulnerable children.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Hope's Home Incorporated	Licensed integrated day care and respite program for children with complex medical needs and children from the community.	Grant agreement renewed annually with RQHR (Home Care and Rehab) which outlines responsibilities, obligations and evaluation.
Cupar Lions Volunteer Ambulance	Provide basic life support and transport to Cupar and area.	Contractual agreement outlining obligations. Annual audited financial report.
Hutch Ambulance Moosomin Inc.	Provide basic life support and transport to Moosomin and area.	Contractual agreement outlining obligations. Annual audited financial report.
Imperial and District Volunteer Ambulance	Provide basic life support and transport to Imperial and area.	Contractual agreement outlining obligations. Annual audited financial report.

COMMUNITY-BASED ORGANIZATIONS AND THIRD PARTY PARTNERS		
Organization Contracted	**Service Provided**	**Relationship and Accountability to RQHR**
JT Ambulance Service Inc.	Provide basic life support and transport to Grenfell and area.	Contractual agreement outlining obligations. Annual audited financial report.
Prairie Ambulance Care Ltd. (Balcarres)	Provide basic life support and transport to Balcarres and area.	Contractual agreement outlining obligations. Annual audited financial report.
Rural Medical First Responder Teams (31 Teams)	Provide rural medical first response.	Mutual Aid Agreement. First Responder Patient Care Report Forms Audited.
Strasbourg EMS – Money routed through Saskatoon Health Region	Provide basic and/or advanced life support and transport to Strasbourg and area.	Contractual agreement outlining obligations. Annual audited financial report.
Soo Line Ambulance Assoc.	Provide basic life support and transport to Milestone and area.	Contractual agreement outlining obligations. Annual audited financial report.
615672 Saskatchewan Ltd. o/a Touchwood EMS	Provide basic life support and transport to Lestock and area.	Contractual agreement outlining obligations. Annual audited financial report.
Valley Ambulance Care Ltd. (Fort Qu'Appelle)	Provide basic life support and transport to Fort Qu'Appelle and area.	Contractual agreement outlining obligations. Annual audited financial report.

PROGRESS IN 2014/15

Better Health

Better Health Strategy

Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Primary Health Care:

Five Year Outcomes:

- *By March 31, 2017, people living with chronic conditions will experience better health as indicated by a 30 per cent decrease in hospital utilization related to six common chronic conditions (Diabetes, Coronary Artery Disease [CAD], Chronic Obstructive Pulmonary Disorder [COPD], Depression, Congestive Heart Failure, and Asthma).*

- *The RQHR has had an average decrease of 6.3 per cent in admission rates for the six common chronic conditions in 2013/14 in comparison to 2011/12; however in the first and second quarter of 2014/15, there were more people with one or more of the six common chronic conditions who utilized hospital services. The data for the last two quarters was not available during the time this report was written.*

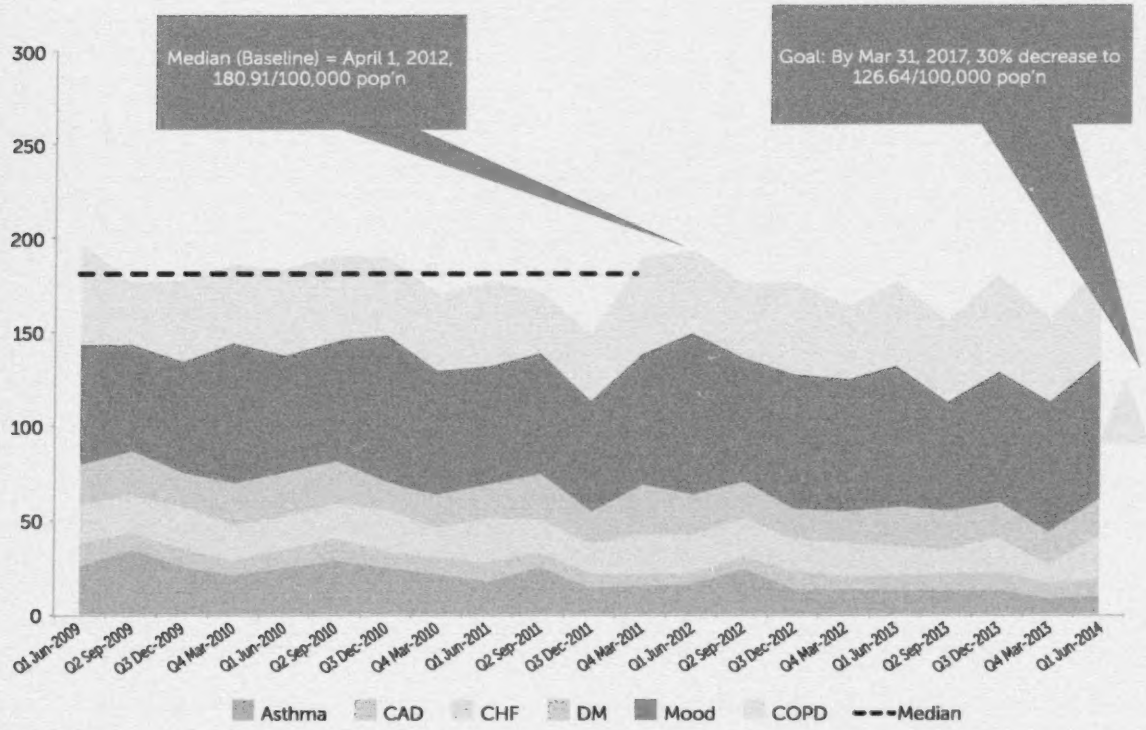
Five Year Improvement Targets:

- By March 31, 2017, there will be a 50 per cent improvement in the number of people who say "I can access my Primary Health Care Team for care on my day of choice, either in-person, on the phone or via other technology."

    - As of April 2015, our early baseline data indicates that 73.9 per cent of patients surveyed in Touchwood Qu'Appelle, Meadow, Twin Valleys, Indian Head and Four Directions can access a Primary Health Care team on their day of choice.

- By March 31, 2020, 80 per cent of patients with six common chronic conditions (Diabetes, CAD, COPD, Depression, Congestive Heart Failure, and Asthma) are receiving best practice care as evidenced by the completion of provincial templates available through approved electronic medical records (EMR) and the EMR viewer.

Regina



RQHR Key Actions and Results:
The RQHR has created a Primary Health Care Multi-year Plan, which has adopted a phased approach to tackle the challenge of building a Primary Health Care system.

Work that has already begun in 2014/15 includes:

- Strengthening community-based services;
- Improving accessibility;
- Reducing Emergency Room waits and improving patient flow;
- Reducing admissions for ambulatory care sensitive conditions;
- Prevention and management of chronic disease in the community;
- Supporting seniors at home;
- Developing networks, and re-aligning the Primary Health Care leadership team;
- Focusing on physician resourcing, compensation and relationships, and;
- Developing a communications and marketing strategy to support Primary Health Care goals.

Moving Forward:
To achieve this outcome, the RQHR is facing significant challenges. These challenges include the following factors:

- The RQHR continues to face challenges in the number of Primary Health Care providers working in the region, particularly family physicians. Compared to the national average, Regina requires an estimate of 80 more family physicians to serve the increased population needs, and;

- Every day, 51 patients present to the Regina General Hospital and Pasqua Hospital Emergency Rooms who do not have a family physician.

To address these challenges, the RQHR is working on the following:

- Focusing on the recruitment and retention of family physicians to both Fee For Service Models and Alternate Funding Plans;

- Working to enhance access and collaboration with other health providers to support family physicians to support better care for their patients, and;

- Working with colleagues within the Ministry of Health and other Regional Health Authorities to pilot innovative programs such as "Connecting to Care", Home First/Quick Response and Seniors Home Visiting to assist patients to access everyday health care services from a consistent team of Primary Health Care providers.

To achieve Primary Health Care outcomes, there is a need for system-wide collaboration and priority setting between the government, Regional Health Authorities and other stakeholders to help drive change in the way and places we provide care. Specifically, the RQHR will need to work with the Ministry of Health to address policy and compensation issues that impact the expansion of access to Primary Health Care.

Seniors:

Five Year Outcomes:

- *By March 31, 2020, seniors who require community support can remain at home as long as possible, enabling them to safely progress into other care options as needs change.*

Five Year Improvement Targets:

- By March 31, 2017, the number of clients with a Method of Assigning Priority Levels (MAPLe) score of three to five living in the community supported by home care will increase by two per cent.

- By March 31, 2015, increase home care utilization and clients in the three pilot Regional Health Authorities, by five per cent.

RQHR 2014/15 Actions and Results:
To achieve this outcome, the RQHR is in the process of developing a Multi-year Senior's Plan which will focus on:

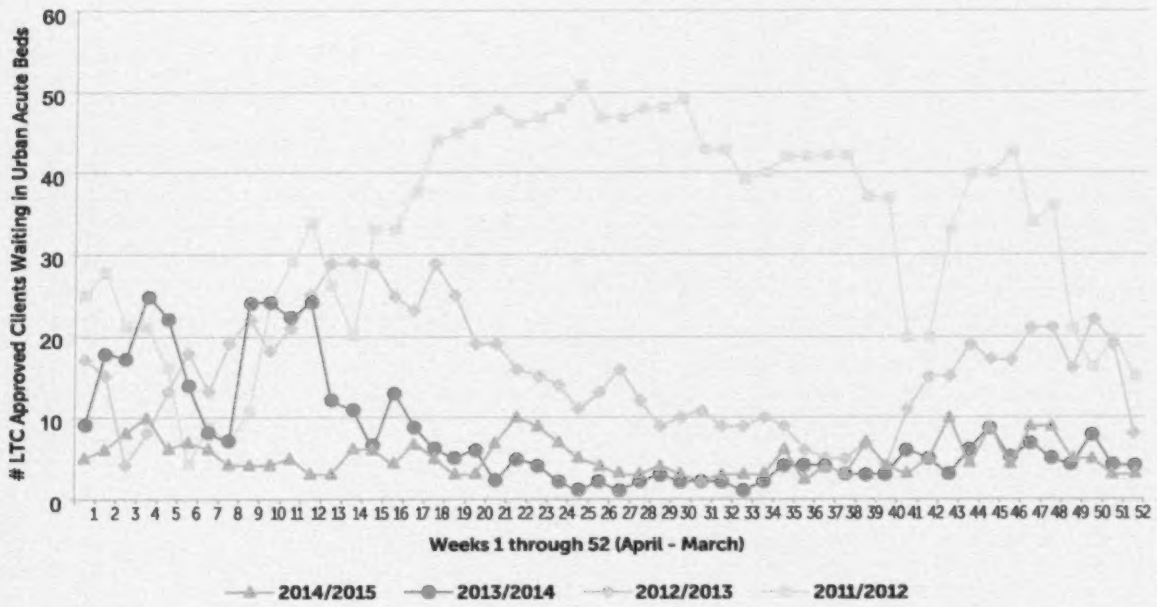
- Community-based services such as Home First/Quick Response;
- Home care opportunity analysis and standard work;
- Long-term care initiatives such as: Purposeful Hourly Interactions (rounding), Gentle Persuasive Approach, and Enhanced Dining Experience;
- Acute care – specifically, the Senior's Friendly Hospital approach, and;
- A proposal for the replacement of multiple facilities.

Some good work has already begun in 2014/15, including:

- The Home First/Quick Response program;
- Implementation of the Urgent Issues Action Fund initiatives for long-term care (The provincial fund was created in 2013 to provide $10.4 million to assist health regions to address priority issues in long-term care; an additional $3.8 million was provided to manage on-going pressures.), and a long-term care Kaizen Operation Team is supporting the work of Kaizen Basics, 5S Projects, Value Stream Mapping, Mistake Proofing, and Rapid Process Improvement Workshops.

The RQHR is leading the province in reducing the time long-term care patients wait in acute care beds. The chart on the following page shows that the RQHR has achieved huge successes in reducing the number of long-term care clients waiting in urban acute care beds. This success has been sustained in 2014/15 with an average of five or less long-term care patients in acute care beds at any given time.

Fiscal Year-at-a-Glance Chart 2011 through 2015



The following are examples of the re-allocation of long-term care resources over the past 10 years, which helped contributed to success:

- 12 long-term care beds were re-purposed to the Quick Response Unit to serve as alternative to patients in observation beds in Emergency Department;
- 18 long-term care beds and 10 vacant beds were re-allocated as Convalescent Care beds to facilitate early discharge when appropriate;
- 12 beds in Extendicare Parkside served as a Transition Unit for patients in the hospital approved for long-term care, but have the potential to return to community;
- 28 beds were created and staffed at non-acute care levels as Alternate Level of Care Unit to take patients with needs for long-term care, convalescent care and complex discharges out of acute care beds;
- 13 beds were dedicated for clients with severe and persistent mental illness;
- 101 dementia care beds;
- Four bed Acquired Brain Injury Unit, and;
- Multiple day program spaces and locations.

Going Forward:
The RQHR is committed to supporting clients to stay at home as long as possible. In 2014/15, the number of clients supported through the Region's home care program rose by 8.9 per cent and the number of service hours increased by 5.8 per cent. The RQHR anticipates that demand for home care services will continue to grow in the next fiscal year. The region will focus on continuing to increase both direct care time for providers and consistency of care for clients.

In the coming year, the RQHR is establishing a Community Rapid Response Network that will focus on supporting clients in the community while preventing unnecessary emergency room visits and hospital admissions. The Connecting to Care Team identifies patients with complex needs who repeatedly need hospital services or visit emergency departments. A small team of four care providers help clients receive alternative, more appropriate services in the community and provides ongoing follow-up to ensure they are supported in improving their own health. The region also has additional funding to expand the Home First/Quick Response program which specifically supports seniors to prevent unnecessary emergency department visits, and helps to transition seniors home after an emergency room visit or an acute care stay. Complementary to this will be the establishment of a seniors home visiting program with nurse practitioners who provide support where needed in the community.

Mental Health and Addictions:

Five Year Outcomes:

- *By March 31, 2019, there will be increased access to quality mental health and addiction services and reduced wait times for outpatient and psychiatry services.*

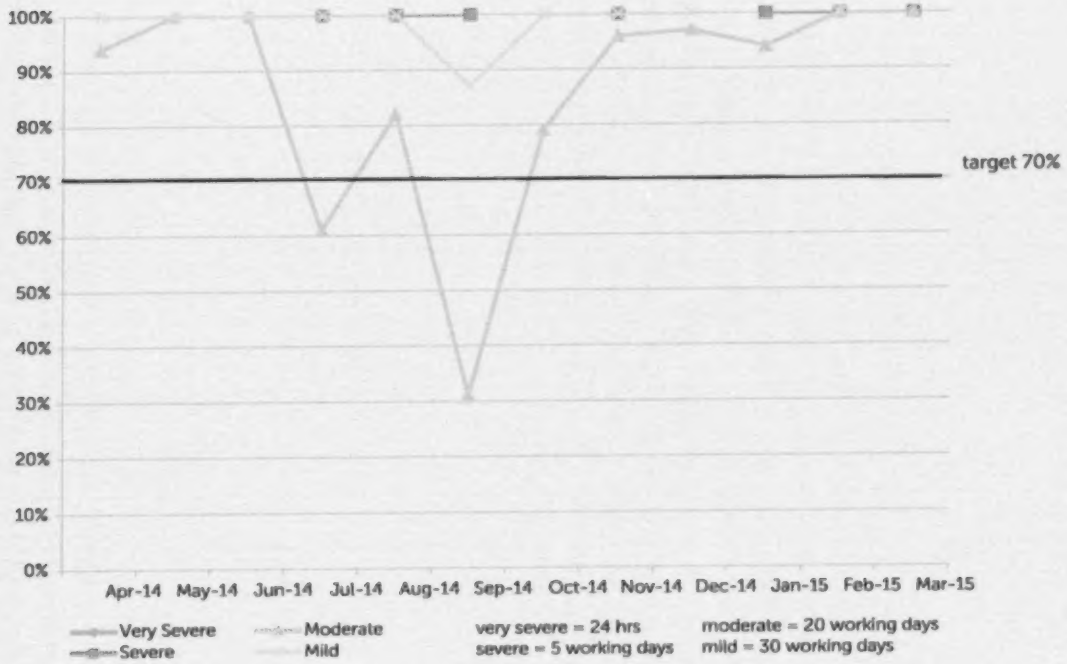
Five Year Improvement Targets:

- By March 31, 2017, wait time benchmarks for mental health and addictions will be met 100 per cent of the time.

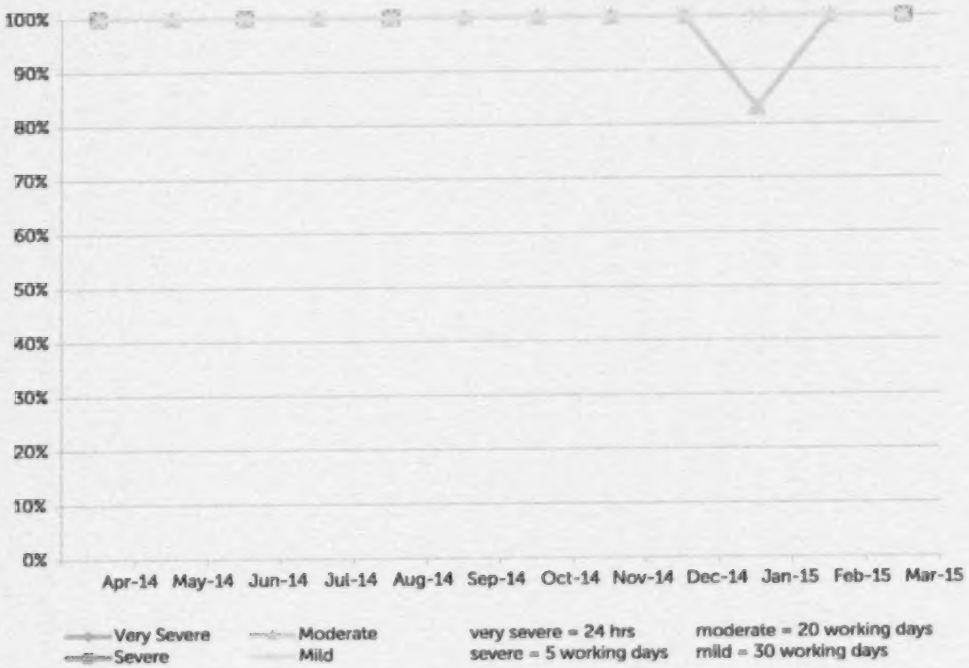
- The RQHR continues to meet provincial wait time targets in most areas.

- All programs have transitioned to daily management. More than one program on all sites have production boards. This enables us to understand the patient demand for service and our ability to meet that demand to inform our decisions about services provided to patients daily. Production Boards are one of the tools that we use to ensure that we can deliver the right level of patient care at the right time.

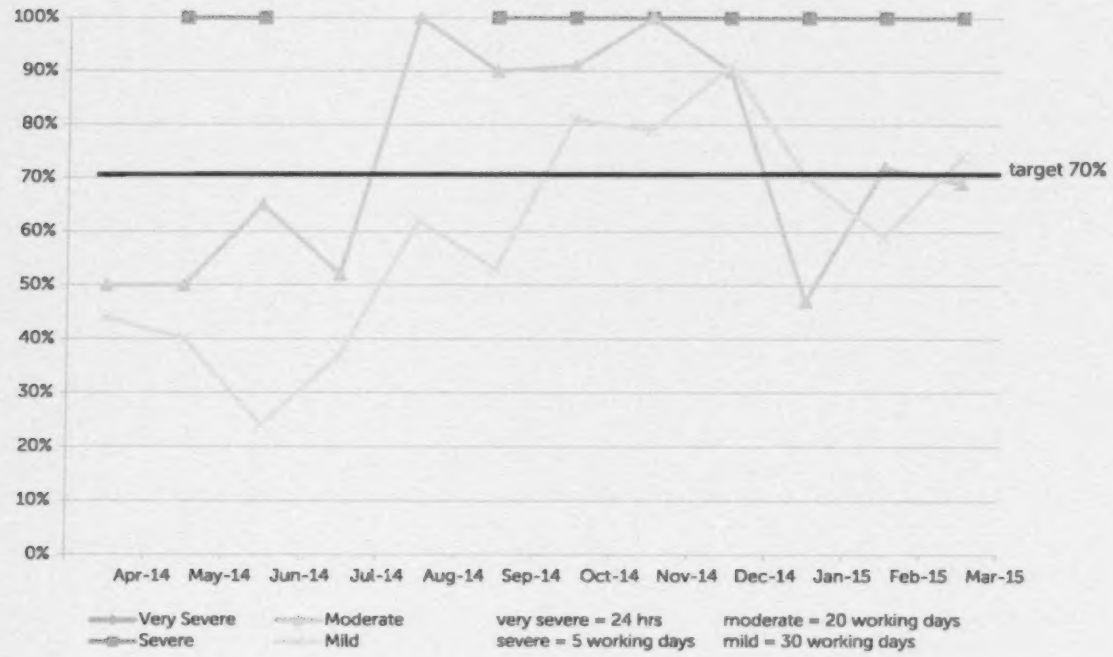
Adult Mental Health (outpt.) per cent meeting wait time target by triage level - 2014/15



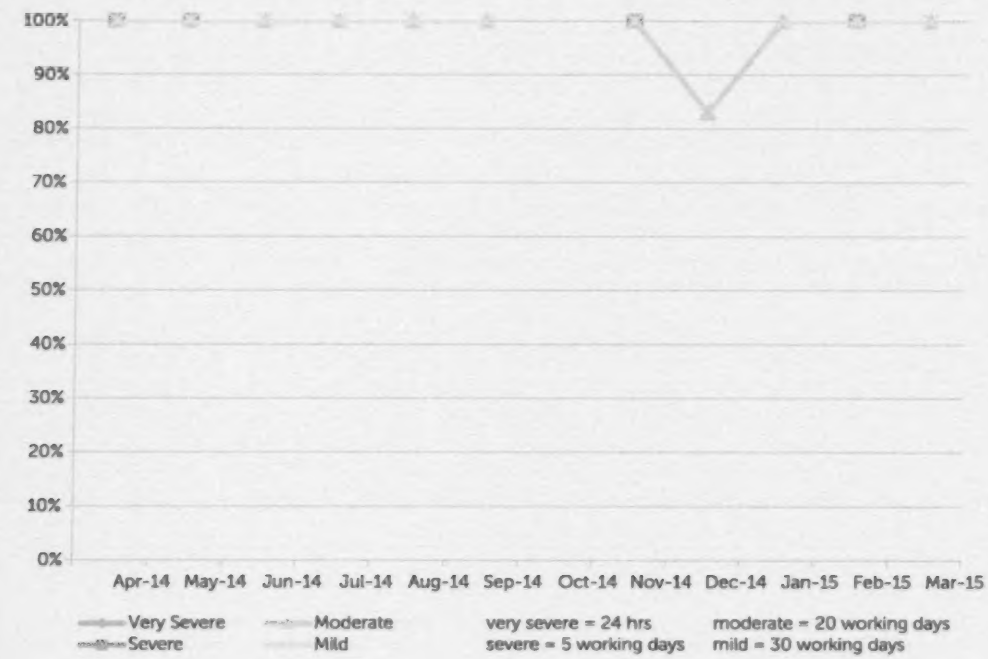
Adult Addictions: per cent meeting access target based on triage level 2014/15



Child and Youth Mental Health: per cent meeting wait time target by triage level - 2014/15



Youth Addictions: per cent meeting access target by triage level 2014/15



RQHR Projects:

- The Mental Health and Addictions Service Line had four Rapid Process Improvement Workshops in 2014/15 and is maintaining many of the gains made in these workshops:

  - All outpatient administrative/clerical services are now reporting to one manager. As a result, a six-month backlog in psychiatry transcription has been eliminated and dictations are now done within a week, and often within one to two days.

  - The RQHR has integrated the youth addictions team with the youth mental health team to facilitate better care experience for youth and their families.

Going Forward:

A transformational change to a Balanced Care model for Mental Health and Addictions Services has been planned and will be implemented gradually in 2015/16. The RQHR is confident that the change will help to better meet the needs of patients and reduce wait times in both community and inpatient settings. The RQHR is striving to achieve these goals while minimizing disruption to current services to patients. The outcomes of the Balanced Care model will be:

- Decreased wait times for services;

- Increased access to care at the level of intensity required, and;

- Seamless care transitions for patients/clients.

The Balanced Care model focuses on four areas:

- Developing a pooled referral system for psychiatry;

- Re-balancing the work of the Department of Psychiatry between inpatient and outpatient psychiatry, and other necessary work in areas such as long-term care, Corrections, etc.;

- Implementing changes in the services to persons with Schizophrenia and Bipolar Disorder, and;

- Integrating existing outreach and crisis services into one team and simplify patient access to this team.

Better Care

Better Care Strategy

In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

Emergency Department Waits/Patient Flow:

Five Year Outcomes:

- *By March 31, 2017, no patient will wait for care in the Emergency Room.*

Five Year Improvement Targets:

- Maintain the number of alternative level of care days (waiting placement) across the province and in each region at no more than 3.5 per cent of total.

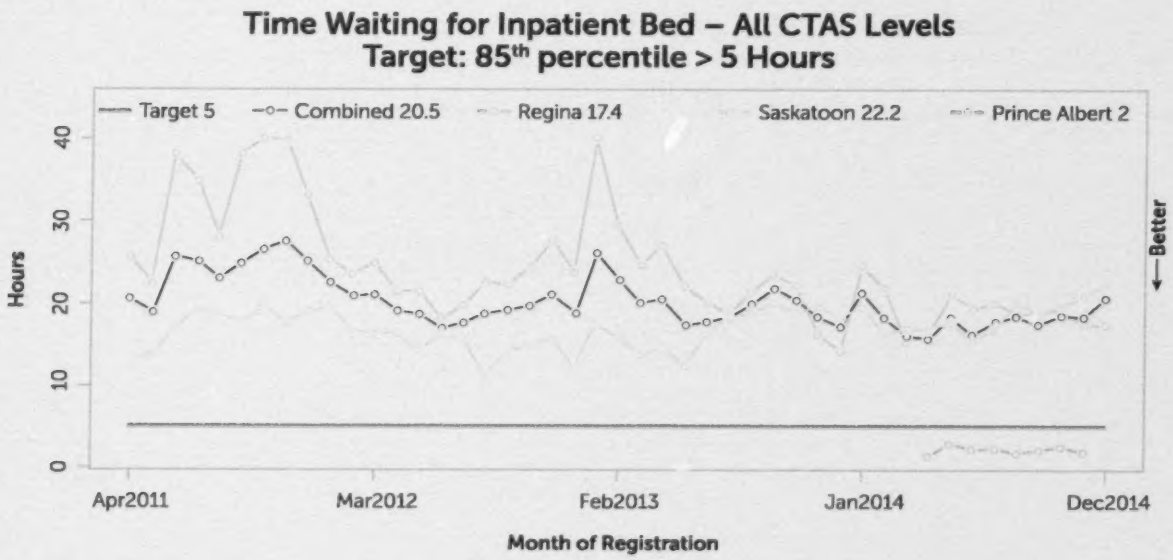
- By March 31, 2015, 50 per cent reduction in Emergency Department waits.

Hoshin:

At least 85 per cent of patients requiring admission from the Emergency Room are admitted to an appropriate bed within five hours.

April 2015 Wall Walk Update

By 2017, no patient will wait for care in the Emergency Department.
By the end of 2014/15, at least 85 per cent of patients requiring admission will leave the ED within five hours of the decision to admit.



The above chart is used to monitor hoshin results at the Provincial Leadership Team's quarterly wall walks. Only three regional data measures are reported on, and caution should be practiced

when comparing one region's performance to another, due to data capture and definition variation between regions.

Despite these possible variations, data has clearly shown that, while the region is currently not meeting provincial targets, Time Waiting for an Inpatient Bed has improved over the last few years.

RQHR Actions and Results:
The RQHR has established a formal Patient Flow Program that is responsible for providing corporate leadership and oversight across the system to support the implementation of the RQHR Patient Flow Framework. The following are key components that the RQHR is working on to achieve results:

- Program governance;
- Strategic alignment of patient flow metrics;
- Connecting system level improvement targets to actions performed by the frontline provider;
- Establishment of standards, policies and processes;
- Implementation of best practice;
- Reporting on system and service line/area performance, and;
- Integration of system, service line/area planning.

Patient Flow is a system issue, and therefore it takes the whole system to work together to make improvements. In 2014/15, service lines across the RQHR collaborated and made improvements in the following areas:

Governance:
- Patient flow and corporate wall;
- Cascading visibility walls, and;
- Data Analytics Project.

Care Coordination:
- Implementation of Electronic Bed Management;
- Predictive tools;
- Accountable Care Unit pilot, and;
- Embedding patient flow standard work units.

Demand and Capacity Planning:

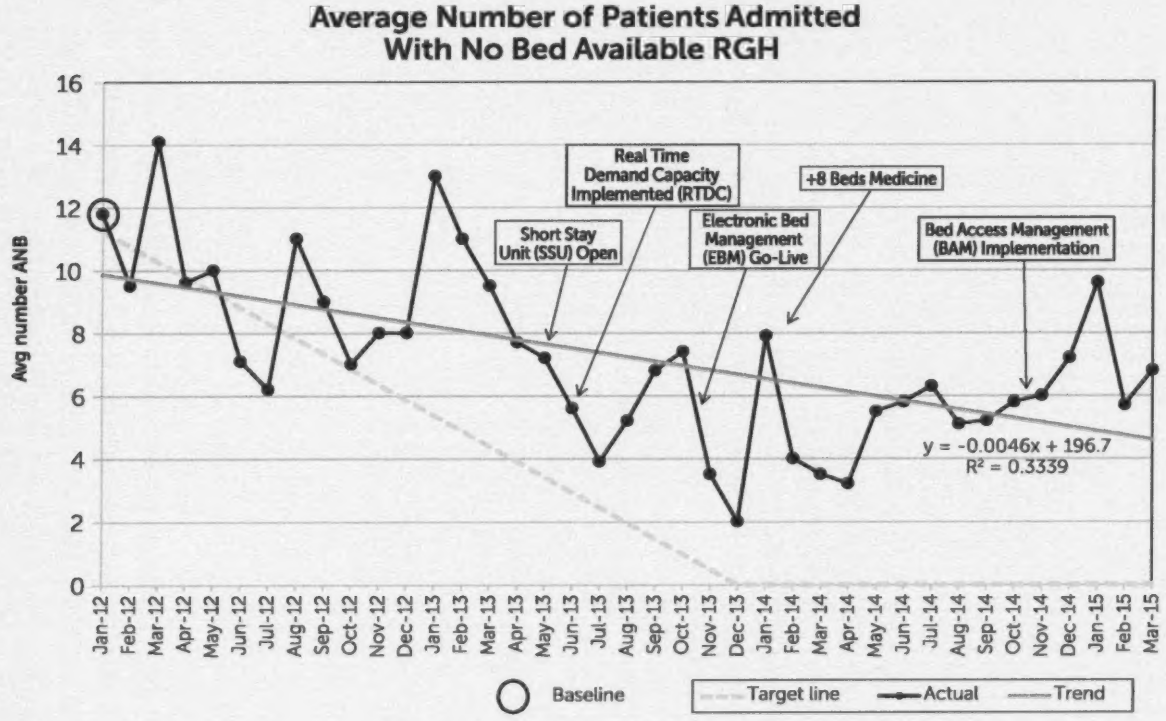
- Daily bed flow boards;
- Service area capacity pull plans;
- Length Of Stay efficiencies, and;
- Partnership with Mutchmor Lodge for affordable living options.

Quality and Safety:

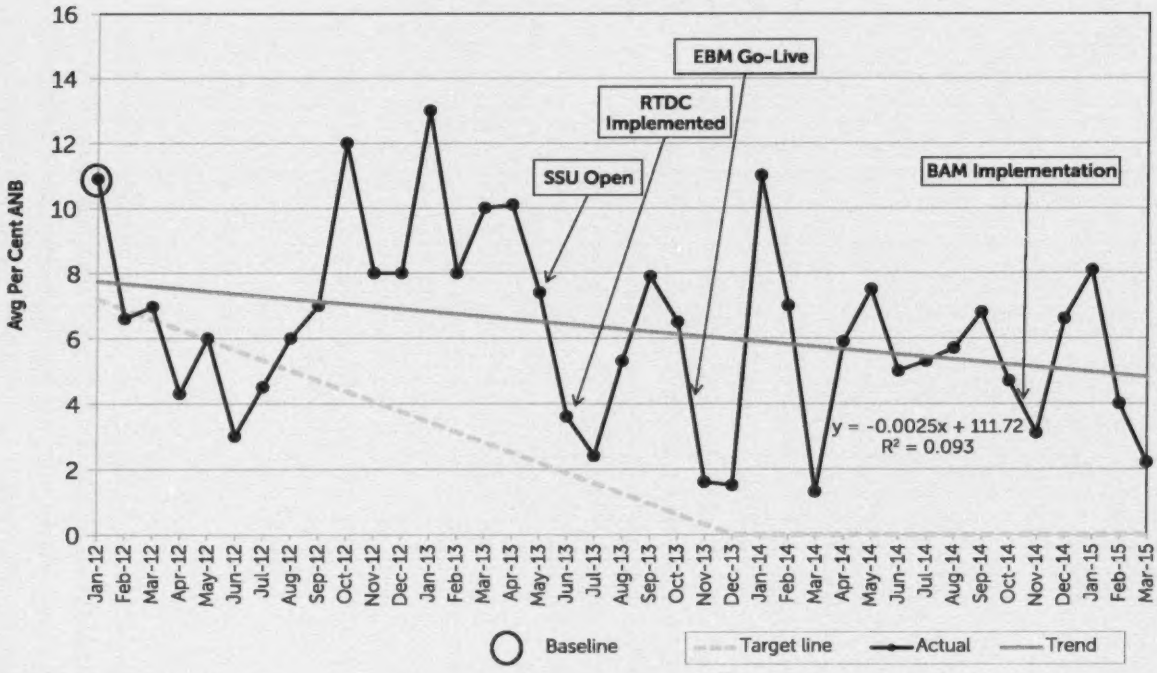
- Patient Intake Assessment (Emergency Room), and;
- Began the planning phase of a partnership with Regina Police Service (Police and Crisis Team).

The above noted work will continue in 2015/16.

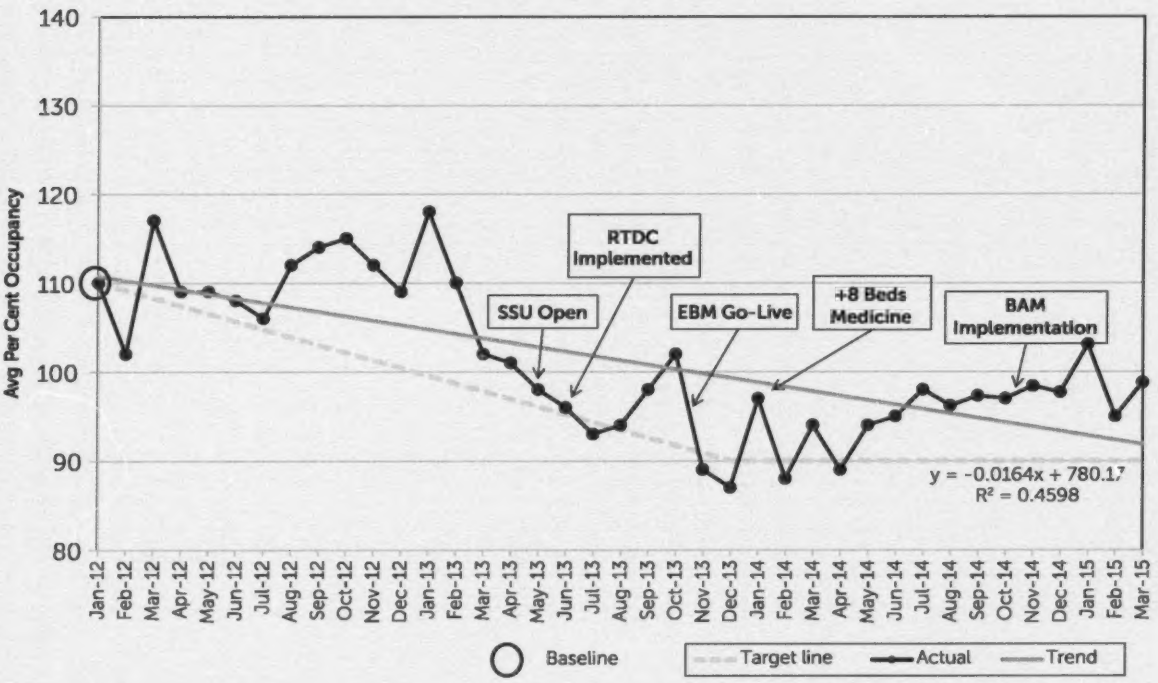
The following charts show the three-year Occupancy Rate and Admit No Bed trends at the RQHR's two hospitals. Although downward trends are presented for both indicators, the RQHR still sees great fluctuations month-to-month.

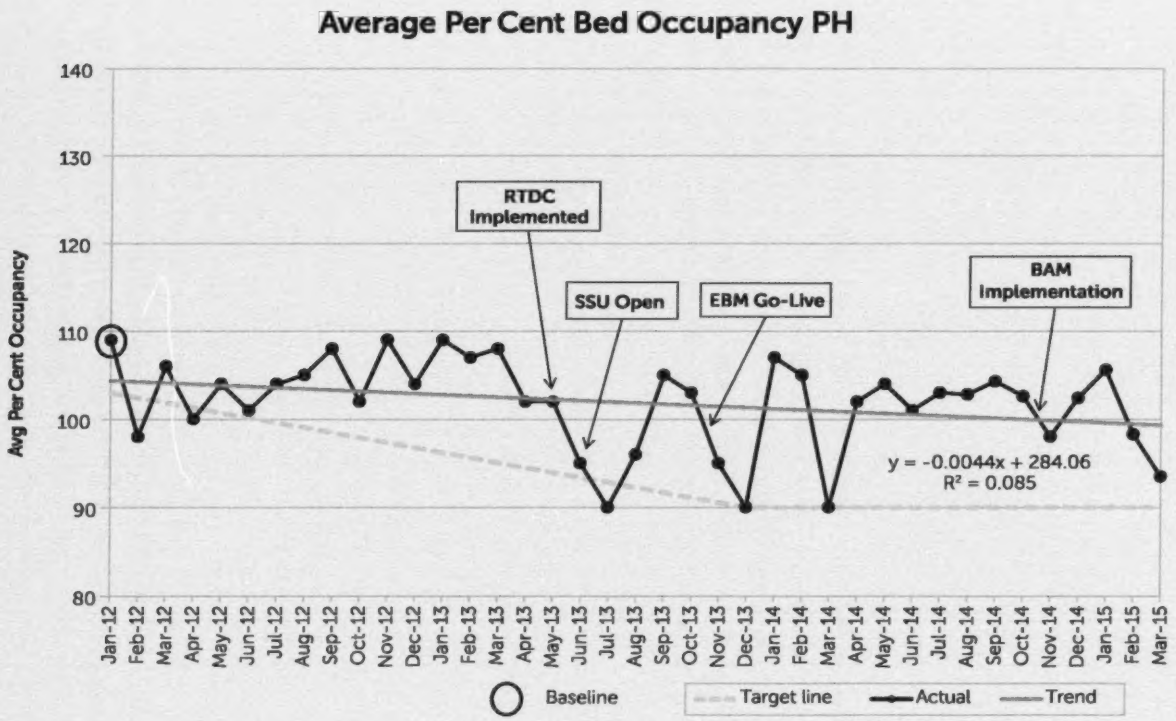

Average Number of Patients Admitted With No Bed Available RGH
Avg number ANB
16
14
12
10
8
6
4
2
0
Real Time Demand Capacity Implemented (RTDC)
+8 Beds Medicine
Short Stay Unit (SSU) Open
Electronic Bed Management (EBM) Go-Live
Bed Access Management (BAM) Implementation
y = -0.0046x + 196.7
R² = 0.3339
Jan-12 Feb-12 Mar-12 Apr-12 May-12 Jun-12 Jul-12 Aug-12 Sep-12 Oct-12 Nov-12 Dec-12 Jan-13 Feb-13 Mar-13 Apr-13 May-13 Jun-13 Jul-13 Aug-13 Sep-13 Oct-13 Nov-13 Dec-13 Jan-14 Feb-14 Mar-14 Apr-14 May-14 Jun-14 Jul-14 Aug-14 Sep-14 Oct-14 Nov-14 Dec-14 Jan-15 Feb-15 Mar-15
Baseline
Target line
Actual
Trend

Average Per Cent of Patients Admitted With No Bed Available PH



Average Per Cent Bed Occupancy RGH





Occupancy rates reflect the use of the hospital beds and the RQHR is continuing to be challenged with overcapacity issues reflected by high occupancy rates. The number of admitted patients in the Emergency Department with no bed available is a direct result of the combination of high occupancy rates and less than ideal patient flow.

The following are identified as some of the root causes for patient flow issues:

- The provincial Emergency Department Waits and Patient Flow initiative is in the early foundational stages;
- Currently, there are challenges in the primary health care system and insufficient community-based supports;
- Lack of after-hours and weekend options for primary and urgent care services;
- There is variation and concerning re-admission rates in some areas;
- There is a growing population and more people are accessing RQHR services;
- There continues to be high occupancy rates in tertiary care, and;
- Patient Flow Standard Work is not fully embedded yet.

Moving Forward:
The RQHR will continue work in the areas of governance, care coordination, and demand and capacity planning. Meanwhile, greater effort will be put forward for two specific areas that the province is monitoring:

Time to physician initial assessment for Canadian Triage and Acuity Score (CTAS) 3, 4 and 5:

The RQHR will continue to...

- Implement the new Patient Initial Assessment process for CTAS 3 patients;
- Implement a new, streamlined, Electronic Primary Assessment Form (in SCM) which is expected to improve data capture and patient processing time;
- Run a Rapid Process Improvement Workshop in April, which is expected to minimize the time to meet patients waiting for a physician in the Emergency Room;
- Continue planning for implementation of partnership with Regina Police Service (Police and Crisis Team);
- Enroll more than 20 clients in the Connecting to Care: A Hotspotting Initiative;
- Hire nurse practitioners for the Seniors' Home Visiting Program, and;
- Hold a planning session to determine what can be done in the next 12 months to better manage Chronic Obstructive Pulmonary Disease in the community.

Time from Admission Decision in the Emergency Room to an appropriate bed:

The RQHR will continue to...

- Implement twice-monthly patient flow visibility wall walks at the corporate level, where vice presidents are responsible to report on metrics and implement corrective action plans;
- Develop cascading metrics for service lines and unit/program visibility walls;
- Continue to roll out predictive tools for bed demand/capacity at the Pasqua Hospital and Regina General Hospital;
- Utilize Service Area Capacity/Pull plans;
- Re-align bed maps to provide for a greater degree of "localization" of physician groups to particular units;

- Have staff assessor coordinators on weekends, and work towards recruiting nurse practitioners in long-term care, and;

- Continue to make progress with the Patient Flow Data Analytics project.

General Practitioner to Specialist/Diagnostics (Wait 1):

Five Year Outcomes:

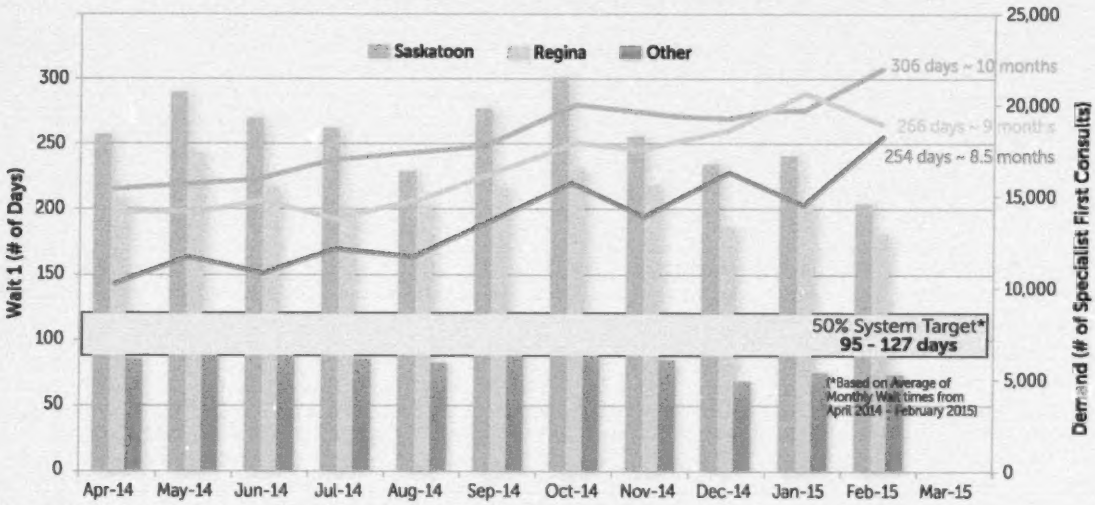
- *By March 31, 2019, there will be a 50 per cent decrease in wait time for appropriate referral from primary care provider to all specialists or diagnostics.*

Five Year Improvement Targets:

- By March 31, 2015, a provincial model is developed for appropriate referral to diagnostics and specialists in two clinical areas.

Provincial Leadership Team April 2015 Wall Walk Update

Wait 1: Average time, in days, a patient waits to be seen by a specialist, all specialties, SK



Supply – Specialist Count

	14-Apr	Q1 - Jun-14	Q2 - Sep-14	Q3 - Dec-14	Q4 - Mar-15
Saskatoon	520	524	551	560	
Regina	288	291	302	301	
Other	160	168	173	174	

The work around improving wait times from general practitioner to specialist/diagnostics is being led at the provincial level. Overall, the project is not considered to be meeting the target, due to the delay in measuring and reporting wait times (specifically, for Wait 1 and diagnostic services, and reporting wait times to the Specialist Directory). However, the various improvement projects remain on target, including the two pilot projects that are testing the provincial model.

RQHR Actions and Results:
The RQHR is one of two pilot groups that work with the Ministry of Health to test the provincial model for Wait 1. The RQHR Hip & Knee Treatment and Research Centre has initiated multiple improvement projects articulating the Wait 1 future state. The Hip and Knee Treatment and Research Centre's attributes will be matched with the Wait 1 Driver Diagram that was developed with the steering committee. The Driver Diagram serves as the draft provincial referral framework.

In addition to the contribution the RQHR has made to the provincial model, wait times in the following four areas are already improving through collaboration with both general practitioners and specialists:

- Gynaecology;
- Psychiatry;
- Orthopedics, and;
- Surgery.

Moving Forward:
2015/16 will mark the finalization of planning and testing the provincial model. The RQHR will continue to participate in the testing of the provincial model to demonstrate a 50 per cent reduction in wait times.

Appropriateness/Best Practice:

Five Year Outcomes:
- *By March 31, 2018, there will be a 50 per cent reduction in inappropriate services.*

Five Year Targets:
- By March 31, 2015, develop a provincial appropriateness framework strategy, implementation plan and accountability mechanisms.
- By March 2015, data analysis and reporting mechanisms are in place to capture and analyze baseline data that flows back to point of care.

Whiteboards Keep Patients at Centre of Care

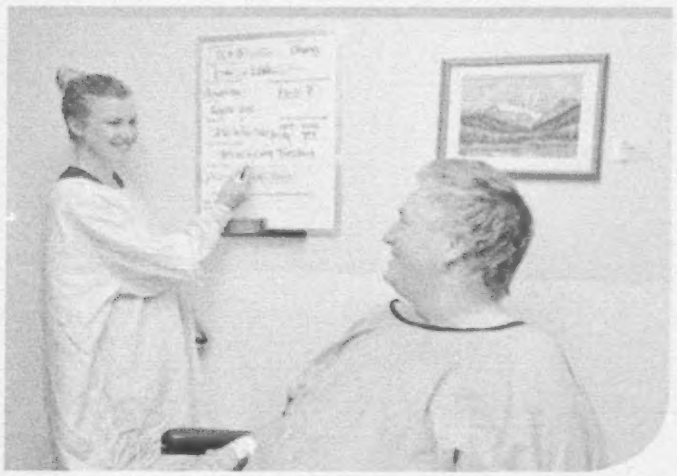
The whiteboard in patient Darcy Schlosser's room in Pasqua Hospital's Unit 4D is a simple tool but, to Schlosser, it has great value.

"It's easy to lose track of the day around here," said Schlosser, who was hospitalized with pneumonia in January and, due to complications, has remained in hospital since. "This helps keep track of things. The nursing staff changes like the wind. The whiteboard helps me know who my nurses are. It helps me get to know them. It's more personal."

Staff and physicians began using whiteboards in every patient room on units 4D and 3D at the Pasqua Hospital and Unit 3E at the Regina General Hospital, as part of Lean improvement projects designed to use visual cues to strengthen communication amongst patients, their families and their care providers. Patient whiteboards are used in all units at Wascana Rehabilitation Centre. Patients who are included in their care plans generally have a better care experience and recover more quickly than those who are not.

Each whiteboard has the date, the names of the patient's doctor and nurses, information about the patient's mobility, upcoming tests, and goals or plans. There is also space for patient and family comments and questions. Each day, a care provider reviews the board with individual patients as part of multi-disciplinary rounds, a daily discussion about a patient's care that includes care providers from multiple professions. Rounds, essentially patient care reports, that take place at patients' bedsides improve patient and family input and their understanding of care plan milestones and discharge plans.

"We're finding that everyone gets to have a voice that's heard – the nurses, charge nurse, family and family members when present," said Pauline Dore, a Licensed Practical Nurse on 4D. "We work in a hurried world. The whiteboard discussion gives us a moment to step back and find our common ground."

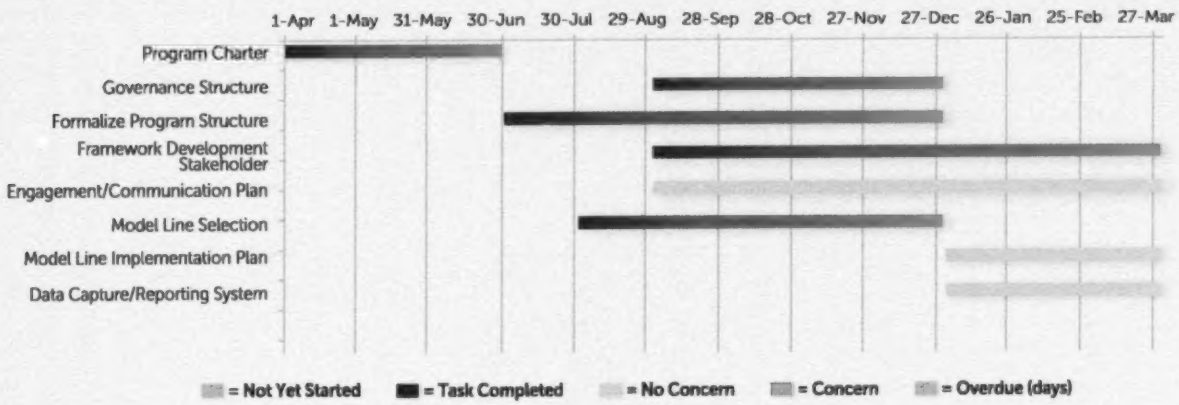


The Regina Qu'Appelle Health Region is continuing to roll-out the use of patient whiteboards in conjunction with rounds at the bedside in every unit across the region.

Provincial Leadership Team April 2015 Wall Walk Update

Improving Appropriateness of Care

By March 31, 2015, develop a provincial appropriateness framework strategy, implementation plan and accountability mechanisms.
By March 31, 2015, data analysis and reporting mechanisms are in place to capture and analyse baseline data that flows back to point of care.



RQHR Actions and Results:

The Oversight Committee for the appropriateness target was put into place in 2014/15. The RQHR adopted the *Choosing Wisely* strategy and started implementation in a variety of sections. *Choosing Wisely* is a campaign to help physicians and patients engage in conversations about unnecessary tests, treatments and procedures, and to help physicians and patients make smart and effective choices to ensure high-quality care. Within the department, activities include:

- Access to surgery;
- Pre-admission testing collaborative;
- C-Reactive Protein testing in the Emergency Department, and;
- Physician pre-printed orders design, review and revision in the sections of general internal medicine, pediatrics and critical care.

Moving Forward:
The RQHR will participate as a model line for the provincial appropriateness framework. In addition to the provincial work, the RQHR will be focusing internally on:

- Medical Departmental division work;
- Diagnosis and management of Delirium in the Emergency Department and on the wards;
- Appropriate admissions to and duration of stay for inpatients, and;
- Appropriate use of place, i.e. single-service wards. In the past many wards had too many physicians attending leading to problems for patients, physician and nursing teams. The idea is to cohort patients with regard to illness and attending physician.

Better Value

Better Value Strategy

Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.

Bending the Cost Curve:

Provincial Five Year Outcomes:

- *By March 31, 2017, as part of a multi-year budget strategy, the health system will bend the cost curve by lowering status quo growth rate by 1.5 per cent per year.*

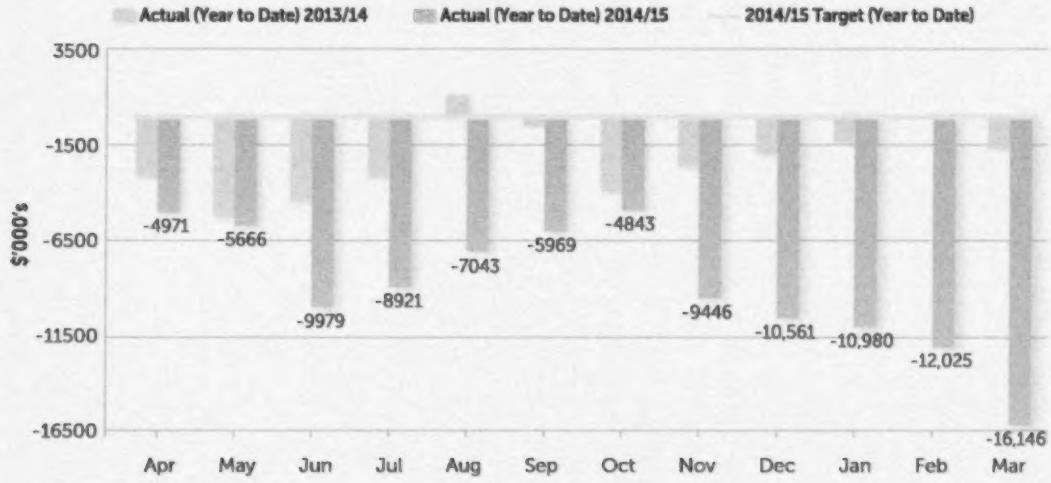
Provincial Five Year Improvement Targets:

- By March 31, 2015, shared services will achieve measurable improvements in quality while achieving the $100M in cumulative savings.

- By March 31, 2015, the 2014/15 approved business cases for shared services will be presented for feedback and implemented once a final decision is made and an implementation plan is in place.

- By March 31, 2015, the health system will have spent one per cent less on straight time worked hours and premium hours than in 2013/14, resulting in approximately $20M savings to the system.

Financial Sustainability Strategy
Surplus / Deficit as of March 31, 2015



The Regina Qu'Appelle Regional Health Authority successfully managed its budget in 2013/14 through the alignment of Board supported organizational focus and effort in the areas of quality

and safety, patient flow, and primary health care. In 2014/15, the RQHR continued to strive for a balanced budget through enhanced attention to these key areas.

The RQHR ended 2014/15 with a deficit of $16.1 million dollars, which is 1.6 per cent of the RQHR's total operating expenditures. The RQHR has faced significant challenges in balancing the budget, most notably:

- An increasing and demographically changing population in the health region, and in other southern Saskatchewan health regions who use our tertiary services, resulting in an estimate of approximately $69.6 million in additional service delivery costs over the last four years;
- Investment of approximately $10 million in physician leadership and service expansion to respond to changing service delivery needs and improvement of care;
- Exceeding our budget by approximately 140 Full Time Equivalents;
- Commitment and investment required to support provincial initiatives, which included:
  - Saskatchewan Health Care Management System; and
  - 3sHealth shared service opportunities.
- Increased operating expenditures due to infrastructure needs;
- High level of employee movement (both internal and external moves), which results in instability in the workplace, a large amount of administrative time to fill vacant positions, diverting time away from patient care, and multiple job assignments which result in vacant shifts that often must be filled at premium pay.

RQHR Actions and Results:
The RQHR continued to develop a strong foundation through a focus on quality and safety, patient flow and enhancing primary health care. The RQHR strongly believes that by focusing on foundational long-term sustainable initiatives in these key areas, a better financial result will be achieved.

2014/15 has demonstrated that success can be achieved by continuing to focus on the right things and continuing to build a strong foundation.

Moving Forward:

- The RQHR is committed to working within the Ministry of Health's guidelines when addressing our financial challenges, and is committed to meeting the Ministry of Health's expectations within the region's Accountability Document, including:

  - Utilizing full financial planning, management and control to ensure operations remain within budget;

  - Working towards meeting the Provincial 2015/16 hoshins, five year outcomes, and associated improvement targets, and;

  - Committing to delivering only the services we are funded for, and not exceeding specific target volumes identified.

The Regina Qu'Appelle Regional Health Authority has approved the RQHR's 2015/16 areas of focus:

- Quality and Safety;

- Patient Flow;

- Primary Health Care, and;

- Mental Health and Addictions.

In addition, specific mitigation strategies have been identified and the Senior Leadership Team members have been tasked to develop a work plan to achieve the savings that contribute to a balanced budget for the 2015/2016 fiscal year.

Strategic Investment in Infrastructure:

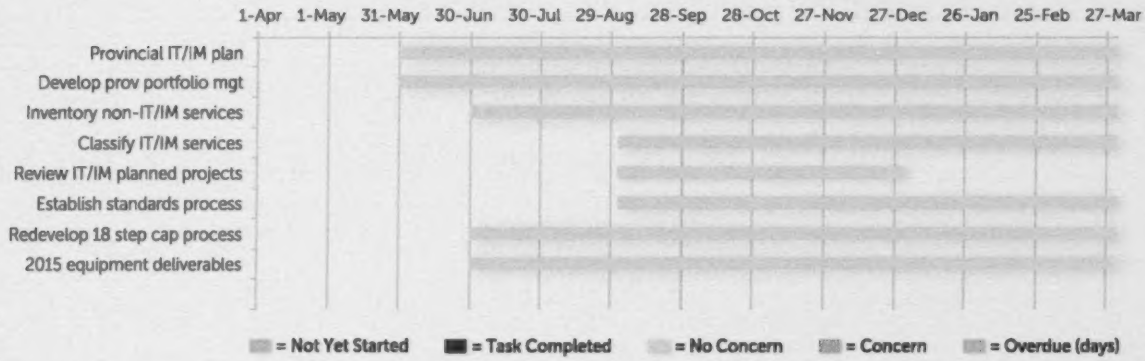
Provincial Five Year Outcomes:

- *By March 31 2017, all infrastructures (Information Technology, equipment and facilities) will integrate with provincial strategic priorities, be delivered within a provincial plan and adhere to provincial strategic work.*

Provincial Five Year Improvement Targets:

- By March 31, 2015, equipment and facility renewal planning processes will be developed to ensure a coordinated and integrated provincial approach.

Strategic Investment (IT, Facilities, Equipment)



The work around strategic investment in infrastructure is being led at the provincial level. Overall, the project is considered to be on target.

RQHR Key Actions and Results:

At the regional level, two different multi-year plans are being developed to help achieve infrastructure outcomes.

- Information Technology/Information Management/Equipment Multi-year Plan, and;

- Facilities Multi-year Plan.

Information Technology/Information Management/Equipment Multi-year Plan:

The RQHR recognized the need to develop a strategy, multi-year plan, and supporting roadmap to provide direction to the ongoing development of clinical information systems and information management, as well as alignment with the Information Technology/Information Management (IT/IM) planning led by eHealth.

Established provincial and RQHR priorities informed the development of the following IM/IT strategies:

- Support patient and family-centred care;
- Connect care across the health region, integrating with the provincial Electronic Health Record and in support of the provincial IT/IM Strategic Plan;
- Advance clinical decision supports for safer care;
- Turn data into actionable information, and;
- Ensure system integrity and usability.

In addition to the development of the multi-year plan and roadmap, the RQHR's IT team, in partnership with clinical and corporate partners, has deployed new tools to support delivery of patient care. Some examples of these tools include electronic clinical documentation and scheduling now available at twelve outpatient clinics and Mental Health and Addiction Services. Electronic Medical Records are now available in the Touchwood Qu'Appelle Primary Health Care network. Following a 3P event, the clinical and IT team implemented an electronic patient record, including scheduling, using Sunrise Clinical Manager tools for the Hip and Knee Treatment and Research Centre. As of the printing of this report, there are more than 6,400 staff and physicians who have access to Sunrise Clinical Manager - an increase of 11 per cent in the past year.

Despite advancements in electronic documentation, the Health Information Management Services team handles over 65,000 pieces of paper and transcribes over 1,600 minutes of dictation by physicians to enable timely availability of information to support patient care. Staff also ensure that information is coded, collated and stored in an efficient manner for easy retrieval of the historical paper health record. This year, the team has changed work processes and worked tirelessly to reduce the time it takes for discharge summary information to be available to the patient's community physician for follow-up care.

Steps were also taken in 2014/15 to improve equipment planning and purchasing. Process improvements have reduced delay in preventative maintenance, contributing to more reliable equipment, as reflected in the decrease of approximately 50 per cent of corrective maintenance.

Moving Forward:
The RQHR will continue to work with eHealth to ensure that projects are aligned with the provincial IT/IM Roadmap led by eHealth. Guided by the oversight of the RQHR's IT/IM Steering Committee, the RQHR will implement projects as outlined in the Roadmap as resources are available. Implementation of the provincial and RQHR Roadmap will support transformational change in how care/services are delivered, including safety, patient experience and continuing improvement. Efforts will also continue to improve equipment planning and purchase.

Facilities Multi-year Plan:
The RQHR is still in the process of developing a multi-year plan that helps to focus priorities for 2015/16 and the next several years. Broader analysis performed through a provincial approach to assessment of facilities, as well as a detailed analysis on select specific needs, such as electrical, elevator, and energy renewal are being completed.

Information available from the above processes is valuable for effective short-term planning. The RQHR must make the most of its limited resources to maintain its facilities and systems.

Moving Forward:
The RQHR is facing significant infrastructure needs at its largest hospitals – the Regina General Hospital and the Pasqua Hospital. These facilities have needs such as electrical renewal, elevator maintenance and sewer system upgrades.

Other challenges include the need to replace long-term care facilities within the region.

Moving forward, the RQHR will continue to participate in provincial initiatives. The region will use its data and analysis at hand to develop a long-term Capital Plan through the engagement of senior leaders and key stakeholders in planning and communication. A priority/decision-making process for user requests prioritizing immediate infrastructure needs will be developed, as well as a plan to deal with significant infrastructure requirements and projects.

Better Teams

Better Teams Strategy

Build safe, supportive and quality workplaces that support patient- and family-centred care and collaborative practices, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Culture of Safety:

Five Year Outcomes:

- *To achieve a culture of safety, by March 31, 2020 there will be no harm to patients or staff.*

Five Year Improvement Targets:

- By March 31, 2017, fully implement a provincial Safety Alert/Stop the Line System.
- By March 31, 2015, Stop the Line will be repiicated in three acute care facilities in Saskatoon and one other agency or region.
- By March 31, 2016 there will be zero shoulder and back injuries.

Keeping patients and health care workers safe is a key outcome that the province and the health system are tirelessly working towards. The Safety Alert/Stop the Line system is being led by the province and piloted at the Saskatoon Health Region.

RQHR Actions and Results:

Safe, quality care is at the heart of what the RQHR does on a daily basis. To achieve the outcome of no harm to patients and staff, the RQHR has made progress on the Stop the Line system, and has continued to drive the Workplace Safety strategy across the region.

Stop the Line System:

To create a positive safety culture, the RQHR has started its own planning and implementation of the Stop the Line project which include the following activities in 2014/15:

- The RQHR's Stop the Line system is moving forward as planned. The region has completed a Rapid Process Improvement Workshop on Stop the Line to follow up on the management of defective/malfunctioning equipment and supplies.
- A Stop the Line algorithm and roles/responsibilities document has been developed and is being used by other Regional Health Authorities.
- Stop the Line Plan-Do-Study-Acts have been completed on four units and one new unit is in the process of completing a Plan-Do-Study-Act trial.

- The RQHR Stop the Line Stop Assess Fix Eliminate/Escalate Report model will be used provincially.

- The Stop the Line working group has included patient/family representation.

- The confidential occurrence reporting database is being kept current — trending occurs in real-time.

Moving Forward:
2015/16 will be a critical year for the RQHR, with Stop the Line scheduled to be rolled-out to the entire organization. To achieve success with the roll-out, the RQHR has planned to work on the following:

- Complete a cultural readiness survey and replication/roll-out plan prior to implementing Stop the Line throughout the region;

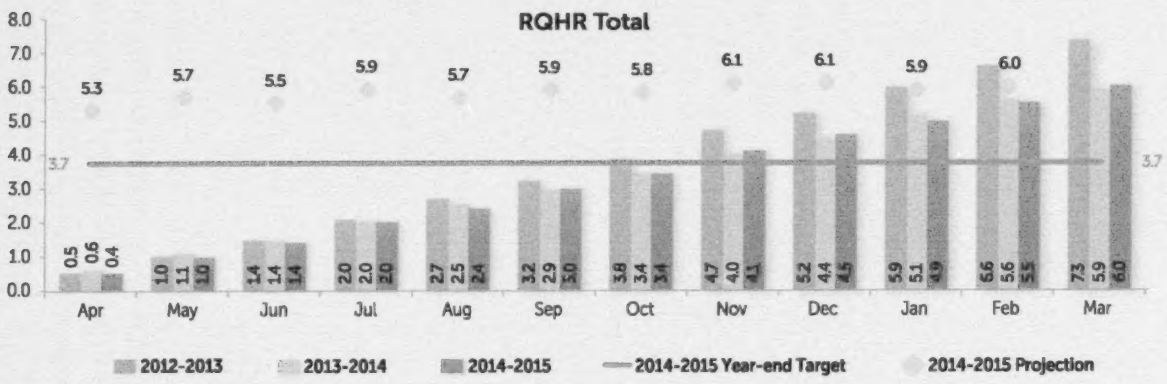
- Develop a comprehensive educational plan to be used during the roll-out;

- Heighten awareness of Stop the Line as a priority and continue culture change, and;

- Provide leadership on Multi-year Plans for the two highest culture of readiness concerns – medication errors and falls.

Workplace Safety Strategy:

WCB Lost Time Claims per 100 FTE



Workplace safety has always been a priority for the RQHR. At the unit level, workplace safety has often been measured by the number of staff injuries, while at the regional level, the key metric for staff injury is the number of Workers' Compensation Board (WCB) Lost Time Claims per 100 Full Time Equivalent (FTE).

The RQHR has already achieved a significant reduction (30 per cent) in this metric between 2011/12 and 2013/14. The chart on page 58 shows that, although the RQHR didn't continue to drive down the staff injury rate last year, the region sustained the gains achieved in previous years.

RQHR Actions and Results:
In 2014/15, the Workplace Safety strategy focused on the following key pieces of work:

- Initiate Violence Policy and Program development;
- Collaborate with Patient Safety on development of the Stop the Line process for staff and patient safety;
- Continue to implement Safety Management Systems, which includes:
  - Hazard Identification and Control; develop and trial a process for assessing hazards and risk level of work activities and establishing control methods (i.e., Work Standards);
- Safety Management Systems, root cause analysis and supervision and safety training for all out-of-scope leaders;
- Reduction of shoulder and back injuries through improved compliance with Transferring Lifting Repositioning practices;
- Completion of safety assessment on Unit 2-5 (Wascana Rehabilitation Centre) with the goal of replicating the success achieved with the Unit 3-2 Injury Reduction Strategy;
- Accountability Framework for Safe Work Practices, and;
- Increased safety training opportunities.

Moving Forward:
To continue to strive towards meeting this safety outcome, the RQHR is facing challenges, including the following:

- Management capacity – need to support our managers to provide more direct front-line management of injuries;
- Safety resource capacity – there are eight safety consultants for the entire region;
- Information Technology – tracking data is a challenge, especially for training;
- Knowledge gap – unable to access training in many areas, and;
- Complying with regulations and standards enforced by external bodies (i.e., Ministry of Labour Relations and Workplace Safety).

The RQHR will continue to make workplace safety a priority for the entire organization. With the implementation of the Stop the Line Safety Management System, the RQHR will continue to find ways to collaborate and support units, programs, service lines and portfolios to sustain the gains achieved in previous years.

REGINA QU'APPELLE HEALTH REGION

FINANCIAL 2014/2015 REPORT

Regina Qu'Appelle HEALTH REGION

Management Report

May 29, 2015

REGINA QU'APPELLE HEALTH REGION REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and are approved by the Regina Qu'Appelle Regional Health Authority. The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgments. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and the financial records are relevant and reliable.

The Authority delegates the responsibility of reviewing the financial statements and overseeing management's performance in financial reporting to the Audit, Finance and Risk Committee. The Audit, Finance and Risk Committee meets with the Authority, management and the external auditors to discuss and review financial matters and recommends the financial statements to the Authority for approval. The Authority approves the annual report and, with the recommendation of the Audit, Finance and Risk Committee, approves the financial statements.

The appointed auditor conducts an independent audit of the financial statements and has full and open access to the Regina Qu'Appelle Regional Health Authority. The auditor's report expresses an opinion on the fairness of the financial statements prepared by management.

Chief Executive Officer
Keith Dewar

Chief Financial Officer
Robbie Peters

FINANCIAL OVERVIEW 2014/15

For the year ended March 31, 2015, the Regina Qu'Appelle Regional Health Authority (RHA) recorded a deficit of $16.1 million compared to a balanced budget target, and a deficit of $1.6 million in 2013/14. This equates to 1.6 per cent of total operating expenditures (0.2 per cent in 2013/14), approximately 6 days of average spending for the RHA. In total, $925.9 million or 91.4 per cent of operating funding was provided by the Ministry of Health ($915.5 million in 2013/14, or 91.4 per cent in operating funding).

During the 2014/15 fiscal year, operating revenue totaling $1.013 billion was received, an increase of 1.1 per cent over 2013/14. Budgeted revenue for 2014/15 was $1.001 billion, resulting in a favourable revenue variance of $11.6 million. Compensation revenue of $4.2 million in excess of budget contributed to the favourable variance, as well as an additional $2.0 million for services provided to out of province clients and $2.3 million of compensation recoveries from third parties. The region exceeded its surgical targets by 1.9 per cent in 2014/15 for which it received an additional $3.2 million. These favourable variances were offset by a shortfall of $0.8 million (4.0 per cent decrease over 2013/14) in revenue from Veteran Affairs Canada due to a decrease in the number of veterans in long-term care, as well as a decrease of $0.5 million (16.0 per cent over 2013/14) in revenue from the Workers Compensation Board.

Operating expenditures of $1.029 billion were incurred by the RHA in 2014/15, compared to budgeted expenditures of $1.001 billion, an unfavourable variance of $27.7 million. This is an increase of $25.8 million, or 2.6 per cent, compared to 2013/14. Salary and benefit costs, including medical remuneration, accounted for approximately 72.9 per cent of total operating expenditures (73.0 per cent in 2013/14) and these costs contributed to 80 per cent of the unfavourable expense variance.

Managing human resource costs was a challenge for the RHA in 2014/15. The RHA experienced significant volume increases due to a growing and demographically changing population, resulting in an increase to services provided. A targeted reduction of 20 per cent in overtime premiums was not achieved with overtime hours increasing by 0.53 per cent over 2013/14. High internal movement of staff resulted in an increase to orientation hours of 6.71 per cent and sick hours increased by 4.54 per cent over 2013/14. Aging building infrastructure resulted in an increase of 6.5 per cent to repair and maintenance costs over 2013/14.

Approximately 67.4 per cent of operating costs (67.5 per cent in 2013/14) incurred by the RHA were used to provide services to patients and residents in our facilities, 12.1 per cent of costs (11.7 per cent in 2013/14) were for community health programs, including home care, primary health care, mental health and addiction services, and emergency response services, 14.8 per cent of costs (13.9 per cent in 2013/14) were for operational supports and 5.7 per cent of costs (6.8 per cent in 2013/14) were for other support and ancillary services.

During the year, the RHA provided funding of $68.2 million ($67.7 million in 2013/14) to prescribed health care organizations and other third parties for the provision of health services. Additional information can be found in Note 10 b of the audited financial statements.

Capital expenditures for 2014/15 totaled $20.9 million, with approximately 54.6 per cent of funding provided by the Ministry of Health, compared to $27.6 million in 2013/14, and 54.3 per cent of funding provided by the Ministry of Health. The remainder of the RHA's funding was provided by various sources, such as foundations and rural trust contributions.

The RHA is responsible for managing various community trust funds. These funds reflect the community generated assets which were transferred to the RHA in accordance with the pre-amalgamation agreements. Detailed information regarding these funds can be found in note 2(b) (iii) and Schedule 3.

The RHA has outstanding mortgages and loans totaling $5.4 million as at March 31, 2015 ($6.4 million as at March 21, 2014). Mortgages are held on several of the special care homes and a loan was used to finance the Medical Office Building at the Regina General Hospital. The mortgages are secured through the land and buildings of the special care homes and the loan on the Medical Office Building is secured through the assignment of rent receipts. Further information related to the RHA's debt is disclosed in note 5 of the audited financial statements.

PROVINCIAL AUDITOR
of Saskatchewan

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of Regina Qu'Appelle Regional Health Authority, which comprise the statement of financial position as at March 31, 2015, and the statement of operations, changes in fund balances and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards applicable to public sector not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Regina Qu'Appelle Regional Health Authority as at March 31, 2015, and the results of its operations, changes in fund balances, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for not-for-profit organizations.

Judy Ferguson

Regina, Saskatchewan
May 29, 2015

Judy Ferguson, FCPA, FCA
Acting Provincial Auditor

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Statement of Financial Position

As at March 31, 2015
(in thousands of dollars)

	Restricted Funds				
	Operating Fund	Capital Fund	Community Trust Fund	Total 2015	Total 2014 (Note 19)
ASSETS					
Current Assets					
Cash and short-term investments (Schedule 2)	$ 366	$ 4,850	$ 534	$ 5,750	$ 19,900
Accounts receivable					
Ministry of Health - General Revenue Fund	2,583	30	–	2,613	18,118
Other	14,118	3,083	17	17,218	16,316
Due to/from other funds	(7,568)	7,432	136	–	–
Inventory	4,165	–	–	4,165	4,676
Prepaid expenses	7,540	–	–	7,540	4,137
	21,204	15,395	687	37,286	63,147
Investments (Notes 14(c) and 14(d) and Schedule 2)	–	–	850	850	467
Due From Local Governments (Note 5)	–	43	–	43	45
Capital Assets (Note 3)	–	317,114	–	317,114	328,137
Total Assets	$ 21,204	$ 332,552	$ 1,537	$ 355,293	$ 391,796
LIABILITIES AND FUND BALANCES					
Current Liabilities					
Accounts payable	$ 39,742	$ 2,488	$ –	$ 42,230	$ 40,446
Accrued salaries	16,933	–	–	16,933	28,552
Vacation payable	51,652	–	–	51,652	49,714
Long-term debt and mortgages - current (Note 5)	–	643	–	643	1,001
Deferred revenue (Note 6)	18,542	–	–	18,542	24,092
	126,869	3,131	–	130,000	143,805
Long-Term Liabilities					
Debentures (Note 7)	–	2,378	–	2,378	2,348
Long-term debt and mortgages (Note 5)	–	4,796	–	4,796	5,381
Employee future benefits (Note 11)	25,334	–	–	25,334	25,178
Total Liabilities	152,203	10,305	–	162,508	176,712
Fund Balances					
Invested in capital assets	–	309,297	–	309,297	319,406
Externally restricted (Schedule 3)	–	11,938	1,537	13,475	9,129
Internally restricted (Schedule 4)	(898)	1,012	–	114	(24)
Unrestricted	(130,101)	–	–	(130,101)	(113,427)
Total Fund Balances (Statement 3)	(130,999)	322,247	1,537	192,785	215,084
Total Liabilities and Fund Balances	$ 21,204	$ 332,552	$ 1,537	$ 355,293	$ 391,796

Contractual Obligations (Note 4)

Long-term Debt and Mortgages (Note 5)

Pension Plan (Note 11)

Approved by the Board of Directors

Chairperson, Regina Qu'Appelle Regional Health Authority

Vice Chairperson, Regina Qu'Appelle Regional Health Authority

The accompanying notes and schedules are part of these financial statements.

Statement of Operations

For the year ended March 31, 2015
(in thousands of dollars)

	Operating Fund			Restricted Funds			
	Budget 2015 (Note 12)	2015	2014 (Note 19)	Capital 2015	Community Trust 2015	Total 2015	Total 2014 (Note 19)
REVENUES							
Ministry of Health - general revenue fund	$ 916,296	$ 925,914	$ 915,473	$ 13,799	$ –	$ 13,799	$ 13,908
Other provincial	11,779	10,935	11,597	520	–	520	450
Federal government	7,951	6,840	7,930	–	–	–	–
Patient and client fees	26,613	26,069	25,368	–	–	–	–
Out of province (reciprocal)	9,516	11,499	10,524	–	–	–	–
Out of country	1,284	1,247	1,195	–	–	–	–
Donations	1,405	1,148	1,096	8,016	24	8,040	9,215
Ancillary	6,839	7,022	6,495	–	–	–	–
Investment	801	176	160	–	24	24	35
Recoveries	10,134	13,876	13,323	–	–	–	–
Research grants	–	286	174	–	–	–	–
Other	8,308	7,505	7,989	2,941	–	2,941	45
Total Revenues	1,000,926	1,012,517	1,001,324	25,276	48	25,324	23,653
EXPENSES							
Inpatient and resident services							
Nursing administration	3,919	3,989	3,581	–	–	–	–
Acute	203,056	221,009	221,199	8,826	6	8,832	10,228
Supportive	114,141	120,803	116,200	1,959	85	2,044	2,311
Integrated	18,862	21,564	19,424	412	–	412	871
Rehabilitation	6,144	6,746	6,590	566	–	566	579
Mental health and addictions	10,719	12,652	11,969	–	–	–	–
Total Inpatient and resident services	356,841	386,763	378,963	11,763	91	11,854	13,989
Physician compensation	84,771	88,674	86,211	–	–	–	–
Ambulatory care services	91,942	91,358	90,222	338	–	338	(16)
Diagnostic and therapeutic services	125,647	126,906	122,020	687	–	687	1,053
Community health services							
Primary health care	19,416	17,889	16,379	111	–	111	108
Home care	32,781	36,510	32,051	12	1	13	14
Mental health and addictions	27,228	27,648	26,851	7	–	7	7
Population health	20,964	21,182	20,275	16	–	16	15
Emergency response services	17,085	17,389	17,605	1,544	–	1,544	821
Other community services	4,556	4,129	4,601	–	–	–	–
Total Community health services	122,030	124,747	117,762	1,690	1	1,691	965
Support Services							
Employee future benefits	–	155	53	–	–	–	–
Program support	49,392	51,605	47,805	1,520	–	1,520	2,037
Operational support	143,731	152,753	139,200	15,056	–	15,056	14,856
Other support	24,404	2,935	18,219	–	–	–	–
Total Support services	217,527	207,448	205,277	16,576	–	16,576	16,893
Ancillary	2,168	2,767	2,447	331	–	331	326
Total Expenses (Schedule 1)	1,000,926	1,028,663	1,002,902	31,385	92	31,477	33,210
Deficiency of revenue over expenses	$ –	$ (16,146)	$ (1,578)	$ (6,109)	$ (44)	$ (6,153)	$ (9,557)

The accompanying notes and schedules are part of these financial statements.

Statement of Changes in Fund Balances

For the year ended March 31, 2015
(in thousands of dollars)

2015	Operating Fund	Capital Fund	Community Trust Fund	Total 2015
Fund balance, beginning of year	$ (114,406)	$ 327,847	$ 1,643	$ 215,084
Deficiency of revenues over expenses	(16,146)	(6,109)	(44)	(22,299)
Interfund transfers (Note 15)	(447)	509	(62)	–
Fund balance, end of year	$ (130,999)	$ 322,247	$ 1,537	$ 192,785

2014	Operating Fund	Capital Fund	Community Trust Fund	Total 2014
Fund balance, beginning of year	$ (111,117)	$ 335,647	$ 1,723	$ 226,253
Excess (deficiency) of revenues over expenses	(1,578)	(9,599)	42	(11,135)
Interfund transfers (Note 15)	(1,711)	1,799	(88)	–
Remeasurement losses	–	–	(34)	(34)
Fund balance, end of year	$ (114,406)	$ 327,847	$ 1,643	$ 215,084

The accompanying notes and schedules are part of these financial statements.

Statement of Cash Flow

For the year ended March 31, 2015
(in thousands of dollars)

	Operating Fund		Restricted Funds			
	2015	2014 (Note 19)	Capital	Community Trust	Total 2015	Total 2014 (Note 19)
Cash provided by (used in):						
Operating Activities:						
Deficiency of revenues over expenses	$ (16,146)	$ (1,578)	$ (6,109)	$ (44)	$ (6,153)	$ (9,557)
Net change in non-cash working capital (Note 8)	6,020	6,148	(7,721)	124	(7,597)	(204)
Amortization of capital assets	–	–	29,422	–	29,422	30,137
Unrealized loss attributed to investments	–	–	–	–	–	(34)
Loss on disposal of capital assets	–	–	375	–	375	455
	(10,126)	4,570	15,967	80	16,047	20,797
Capital Activities:						
Purchase of capital assets						
Buildings/construction	–	–	(4,521)	–	(4,521)	(8,457)
Equipment	–	–	(14,443)	–	(14,443)	(16,101)
Proceeds on disposal of capital assets						
Equipment	–	–	189	–	189	146
	–	–	(18,775)	–	(18,775)	(24,412)
Investing Activities:						
Purchase of long-term investments	–	–	–	(383)	(383)	(6)
	–	–	–	(383)	(383)	(6)
Financing Activities:						
Purchase of debentures payable	–	–	30	–	30	91
Repayment of debt	–	–	(943)	–	(943)	(899)
	–	–	(913)	–	(913)	(808)
Net increase (decrease) in cash and short-term investments during the year	(10,126)	4,570	(3,721)	(303)	(4,024)	(4,429)
Cash and short-term investments, beginning of year	10,939	8,080	8,062	899	8,961	11,679
Interfund transfers (Note 15)	(447)	(1,711)	509	(62)	447	1,711
Cash and short-term investments, end of year (Schedule 2)	$ 366	$ 10,939	$ 4,850	$ 534	$ 5,384	$ 8,961

The accompanying notes and schedules are part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015
(in thousands of dollars)

1) LEGISLATIVE AUTHORITY

The Regina Qu'Appelle Regional Health Authority (RHA) operates under *The Regional Health Services Act* (The Act) and is responsible for the planning, organization, delivery, and evaluation of health services it is to provide within the geographic area known as Regina Qu'Appelle Health Region under section 27 of The Act. The Regina Qu'Appelle Regional Health Authority is a non-for-profit organization and is not subject to income and property taxes from federal, provincial and municipal levels of government. The RHA is a registered charity under the *Income Tax Act* of Canada.

2) SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian public sector accounting (PSA) standards, issued by the Public Sector Accounting Board and published by the Chartered Professional Accountants of Canada (CPA). The RHA has adopted the standards for government not-for-profit organizations, set forth at PSA Handbook section PS 4200 to PS 4270. The RHA has also adopted section PS 3260, Liability for Contaminated Sites, as further explained in Note 17.

a) Health Care Organizations

i) The RHA has agreements with and grants funding to the following prescribed health care organizations (HCOs) and third parties to provide health services:

615672 Saskatchewan Ltd. (Touchwood EMS)
Autism Resource Centre
Cupar Lions Volunteer Ambulance
Extendicare (Canada) Inc.
Hutch Ambulance Moosomin Inc.
Imperial and District Ambulance Inc.
J.T. Ambulance Service Inc.
Mental Health Association / Regina Branch Inc.
Phoenix Residential Society
Prairie Ambulance Care (1998) Ltd.
Rainbow Youth Centre
Raymore Community Health and Social Centre
Regina Recovery Homes Inc.
Soo Line Ambulance Association
Strasbourg Emergency Medical Services
Valley Ambulance Care Ltd.

Note 10 b) i) provides disclosure of payments to HCOs and third parties.

ii) The following affiliates are incorporated (and are registered charities under *The Income Tax Act* of Canada):

All Nations' Healing Hospital Inc.
Cupar and District Nursing Home Inc.
Lumsden and District Heritage Home Inc.
Santa Maria Senior Citizens Home Inc.
The Regina Lutheran Housing Corporation
The Salvation Army William Booth Special Care Home
The Qu'Appelle Diocesan Housing Company

The RHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the RHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the RHA financial statements. Alternately, Note 10 b) ii) provides supplementary information on the financial position, results of operations, and cash flows of the affiliates.

iii) The Hospitals of Regina Foundation (the Foundation) is an independent not-for-profit entity that raises funds for programs and equipment for facilities under the Regina Qu'Appelle Health Region. The Foundation is incorporated under *The Non-Profit Corporations Act* and is a registered charity under the *Income Tax Act* of Canada.

The activities of the Foundation are not consolidated into the RHA financial statements. Alternately, Note 10 b) iii) provides supplementary information on the financial position, results of operations, and cash flows of the Foundation.

b) Fund Accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for revenues. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues from Saskatchewan Health - General Revenue Fund provided for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

c) Revenue

Unrestricted revenues are recognized as revenue in the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted revenue related to general operations are recorded as deferred revenue and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year received.

d) Capital Assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line or declining balance basis over their estimated useful lives as follows:

Buildings	2% to 10%
Leasehold improvements	2.5% to 33%
Equipment	5% to 30%

Donated capital assets are recorded at their fair value at the date of contribution.

e) Asset Retirement Obligations

Asset retirement obligations are legal obligations associated with the retirement of tangible long-lived assets. Asset retirement obligations are recorded when they are incurred if a reasonable estimate of fair value can be determined. Accretion (interest) expense is the increase in the obligation due to the passage of time. The associated retirement costs are capitalized as part of the carrying amount of the asset and amortized over the asset's remaining useful life.

f) Inventory

Inventory consists of general stores, pharmacy, and linen. All inventories are recorded at the lower of cost or net realizable value. Cost of general stores and linen inventory is determined on a weighted average basis. Pharmacy inventory cost is determined on the first in, first out basis.

g) Employee future benefits

i) Pension plan:

Employees of the RHA participate in several multiemployer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

ii) Accumulated sick leave benefit liability:

The RHA provides sick leave benefits for employees that accumulate but do not vest. The RHA recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits. The liability and expense is developed using an actuarial cost method.

h) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian public sector accounting standards. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of contractual obligations and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The

changes will be reported in the Statement of Operations in the period in which they become known.

i) Financial Instruments

Cash, short-term investments, accounts receivable, long-term investments, accounts payable, accrued salaries, vacation payable and debentures are classified in the fair value category.

Gains and losses on these financial instruments are recognized in the Statement of Operations when the financial assets are derecognized due to disposal or impairment. Long-term debt and mortgages payable are carried at amortized cost.

Financial assets in the fair value category are marked-to-market by reference to their quoted bid price. Sales and purchases of investments are recorded on the trade date. Investments consist of guaranteed investment certificates, term deposits, bonds and debentures. Transaction costs related to the acquisition of investments are expensed.

As at March 31, 2015 (2014 – none), the RHA does not have any outstanding contracts or financial instruments with embedded derivatives.

j) Replacement Reserves

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

3) CAPITAL ASSETS

	March 31, 2015			March 31, 2014
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	$ 7,786	$ –	$ 7,786	$ 7,786
Land and Leasehold Improvements	17,240	10,518	6,722	8,397
Buildings	473,648	245,782	227,866	236,092
Equipment	336,812	264,618	72,194	72,100
Construction in progress	2,546	–	2,546	3,762
	$ 838,032	$ 520,918	$ 317,114	$ 328,137

4) CONTRACTUAL OBLIGATIONS

a) Capital Asset Acquisitions

At March 31, 2015 commitments for acquisitions of capital assets were $2,613 (2014 - $2,872).

b) Operating Leases

Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

2015-16	$ 6,146
2016-17	5,286
2017-18	4,878
2018-19	4,619
2019-20	4,247
2020 and Subsequent	6,955

c) Contracted Health Service Organizations

The RHA continues to contract on an ongoing basis with private health service operators to provide health services in the RHA. Services provided in the year ending March 31, 2015 will continue to be contracted for the following fiscal year. Note 10 b) provides supplementary information on health care organizations.

5) LONG-TERM DEBT AND MORTGAGES

	Interest Rate	Repayment Terms	S.H.C. Subsidy	2015	2014
Balcarres Integrated Care Centre					
CMHC Due April 2015	8.000%	$17 principal and interest	$ –	$ 1	$ 18
Echo Lodge					
CMHC Due August 2022	1.710%	$50 principal and interest	–	345	389
CMHC Due January 2018	5.875%	$11 principal and interest	–	28	37
CMHC Due January 2023	7.500%	$3 principal and interest	–	19	21
Golden Prairie Home					
CMHC Due January 2021	2.110%	$55 principal and interest	1	303	351
CMHC Due May 2024	7.625%	$19 principal and interest	–	124	133
Medical Office Building					
Bank of Montreal - demand loan	2.625%	$373 principal and interest	–	55	421
Regina Pioneer Village					
CMHC Due June 2015	4.390%	$145 principal and interest	148	1,420	1,501
CMHC Due October 2015	4.170%	$153 principal and interest	148	1,251	1,349
CMHC Due December 2022	7.875%	$134 principal and interest	–	776	847
CMHC Due December 2017	5.750%	$103 principal and interest	–	262	348
Silver Heights Special Care Home					
CMHC Due December 2027	1.990%	$40 principal and interest	48	448	478
Whitewood Community Health Centre					
CMHC Due November 2019	2.110%	$92 principal and interest	1	407	489
				$ 5,439	$ 6,382
			Less: Current portion	643	1,001
				$ 4,796	$ 5,381

Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Security for the loans was given in the form of promissory notes, general security agreements, assignments of fire insurance and board resolutions.

The RHA assumed responsibility for a loan agreement with Pacific and Western Bank of Canada, which was made on behalf of local governments that committed funds for the construction of the Balcarres Integrated Care Centre. The local governments provided signed agreements for the annual payment of their portion of the loan. The balance owing from local governments is $43 (2014 - $45).

The Medical Office Building demand loan was to finance the construction of the Medical Office Building. This project is considered to be self-financing over a 20-year period and the loan is secured through assignment of rent receipts. Interest is at bank prime less .375%. There is a remaining four-year amortization on this loan.

Principal repayments required in each of the next five years are estimated as follows:

2015-16	$ 643
2016-17	611
2017-18	610
2018-19	547
2019-20	539
2020 and Subsequent	2,489

6) DEFERRED REVENUE – OPERATING FUND

As at March 31, 2015	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives				
Academic Health Sciences	$ 2,258	$ 1,974	$ 411	$ 695
Acute Stroke Pathway	–	–	22	22
Advanced Cardiac Life Support	3	3	–	–
Colonoscopy - Scheduling	140	–	–	140
Compensation Funding	–	–	3,015	3,015
Dispatch Fees - Integraph	46	46	–	–
Distributive Education Community Facility Proposal	32	60	176	148
ED Waits and Patient Flow	–	431	680	249
Healthline	1,865	3,166	3,307	2,006
Healthline Pooled Referrals	131	374	246	3
Hip and Knee Pathway	10	10	–	–
HIV Strategy	29	44	117	102
Home First Quick Response	–	1,900	2,000	100
Home Hemodialysis - Set Up Costs	238	79	–	159
Hotspotting - Connection to Care	–	72	527	455
Infection Prevention and Control	237	55	–	182
Interdisciplinary Study - MOH Research Grant	5	5	–	–
LEAN Depth Study	200	200	–	–
LEAN Physician Engagement	52	–	–	52
Lifestyles and Health Spending Benefits	502	502	–	–
Long-term Care Urgent Issues Action Fund	2,023	1,099	–	924
Lower Extremity Pathway	–	–	22	22
Meadow Innovation Clinic - Case Manager	66	66	–	–

As at March 31, 2015 **Saskatchewan Health Initiatives**	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Mental Health Promotion - Positive Awareness	2	2	–	–
MHA - Healthline	265	350	500	415
MOH Research Study - Emergency MHA	12	12	–	–
Moosomin Innovation Site	88	88	–	–
Nursing Mentorship Initiative	163	163	–	–
Nursing Resource Team	148	–	–	148
PHC Redesign Change Management	250	250	–	–
Philippine Nurse Relocation	22	–	–	22
Primary Health Care Redesign	45	–	–	45
Primary Health Care Victoria Square Medical Clinic	61	61	–	–
Provincial Tobacco Reduction Strategy	122	101	–	21
Provincial Tobacco Test Program	–	26	35	9
Quality Workplace Initiatives	18	18	–	–
Recruitment and Retention	258	–	–	258
Re-design Framework of Primary Health Care	400	118	26	308
Resident Assessment Instrument	80	–	–	80
Rural West Innovation Site	50	50	–	–
Safety Pilot Project	38	38	–	–
Safety Training Initiatives	229	26	–	203
Saskatchewan Surgical Initiatives	5,215	13,763	10,548	2,000
School of Dental Therapy	451	229	–	222
Senior Home Visits	–	–	123	123
Touchwood Innovation	440	335	–	105
Total Saskatchewan Health Initiatives	$ 16,194	$ 25,716	$ 21,755	$ 12,233

As at March 31, 2015 **Non Saskatchewan Health Initiatives**	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Acquired Brain Injury	$12	604	799	$207
Education Funds	73	28	9	54
Kids First	997	4,334	3,763	426
Medical Earnings Pool	–	24	41	17
Research Grants	1,340	208	214	1,346
Other	5,476	3,550	2,333	4,259
Total Non Saskatchewan Health Initiatives	$ 7,898	$ 8,748	$ 7,159	$ 6,309
Total Deferred Revenue	$ 24,092	$ 34,464	$ 28,914	$ 18,542

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015
(in thousands of dollars)

As at March 31, 2014	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives				
Academic Health Sciences	$ 1,459	$ 1,580	$ 2,379	$ 2,258
Advanced Cardiac Life Support	3	–	–	3
Affiliate OOS Compression Funding	33	33	–	–
Children's Mental Health Outreach Services	2	2	–	–
Civic Pension Plan Settlement	1,451	1,451	–	–
Colonoscopy - Scheduling	140	–	–	140
Dispatch Fees - Integraph	124	78	–	46
Distributive Education Community Facility Proposal	233	201	–	32
Enhanced Autism Preschoolers	60	60	–	–
GPH Quality Worklife Program	2	2	–	–
Healthline	1,172	2,613	3,306	1,865
Healthline Client Navigator	300	300	–	–
Healthline Pooled Referrals	209	324	246	131
Hip and Knee Pathway	–	42	52	10
HIV Strategy	197	193	25	29
Home Hemodialysis - Set Up Costs	273	35	–	238
Independent Hemodialysis	52	52	–	–
Infection Prevention and Control	255	18	–	237
Infectious Disease Clinic Nurse	32	32	–	–
Interdisciplinary Study - MOH Research Grant	–	–	5	5
Knowledge Exchange Depression/Anxiety Pathway	29	29	–	–
Leading Thunderbird Lodge	84	84	–	–
LEAN Depth Study	200	–	–	200
LEAN Physician Engagement	52	–	–	52
Lifestyles and Health Spending Benefits	555	513	460	502
Long-term Care Urgent Issues Action Fund	–	171	2,194	2,023
Meadow Innovation Clinic - Case Manager	–	60	126	66
Meadow PHC Site Lease	22	22	–	–
Medical Director CBS	18	18	–	–
Mental Health Promotion - Positive Awareness	18	16	–	2
MHA - Healthline	265	500	500	265
Midwifery Services	61	61	–	–
MOH Research Study - Emergency MHA	–	3	15	12
Moosomin Innovation Site	265	177	–	88
Nursing Mentorship Initiative	184	21	–	163
Nursing Resource Team	148	–	–	148
Perioperative Nurse Training	115	115	–	–
Pharmacist Services	43	43	–	–
PHC Redesign Change Management	–	–	250	250
Philippine Nurse Relocation	90	68	–	22

As at March 31, 2014	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives				
Primary Health Care Redesign	167	122	–	45
Primary Health Care Victoria Square Medical Clinic	122	61	–	61
Promotion of Healthline	9	9	–	–
Provincial Tobacco Reduction Strategy	282	160	–	122
Quality Workplace Initiatives	68	50	–	18
Recruitment and Retention	348	90	–	258
Re-design Framework of Primary Health Care	1,100	700	–	400
Resident Assessment Instrument	–	20	100	80
Rural West Innovation Site	50	–	–	50
Rural West Physician Services	35	35	–	–
Safety Pilot Project	43	5	–	38
Safety Training Initiatives	399	170	–	229
Saskatchewan Surgical Initiatives	1,932	14,807	18,090	5,215
School of Dental Therapy	582	131	–	451
Summer Program	393	393	–	–
Touchwood Innovation	–	102	542	440
Transfusion Safety Manager	40	40	–	–
URO Gynecology Pathway	70	70	–	–
Total Saskatchewan Health Initiatives	$ 13,786	$ 25,882	$ 28,290	$ 16,194

As at March 31, 2014	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Non Saskatchewan Health Initiatives				
Acquired Brain Injury	$ 23	$ 981	$ 971	$ 13
Education Funds	62	40	50	72
Kids First	1,260	3,982	3,719	997
Medical Earnings Pool	105	105	–	–
Research Grants	1,263	212	289	1,340
Other	4,859	2,317	2,934	5,476
Total Non Saskatchewan Health Initiatives	$ 7,572	$ 7,637	$ 7,963	$ 7,898
Total Deferred Revenue	$ 21,358	$ 33,519	$ 36,253	$ 24,092

7) DEBENTURES PAYABLE

The RHA owns and operates several accommodation units occupied by "unit holders". In consideration for a life interest in a "right of use" of the accommodation unit, the unit holder contributes a lump sum deposit. In accordance with the debenture agreement, in the event of

the death of the unit holder or termination of the occupancy agreement by either party, the RHA is obligated to repay the unit holder or their representative the lesser of:

a) The original sum; or,

b) The fair market value of the holders' right of use.

The debentures payable represent the accumulated amount of deposits received from the market unit holders. These debentures are non-interest bearing with no fixed terms of repayment. The specific land and buildings to which the debentures relate have been pledged as collateral.

8) NET CHANGE IN NON-CASH WORKING CAPITAL

	Operating Fund		Restricted Funds			
	2015	2014	Capital	Community Trust	2015	2014
(Increase) Decrease in accounts receivable	$ 22,593	$ (13,987)	$ (8,111)	$ 124	$ (7,987)	$ (1,374)
(Increase) Decrease in inventory	512	43	–	–	–	–
(Increase) Decrease in prepaid expenses	(3,403)	2,044	–	–	–	–
Increase (Decrease) in accounts payable	1,394	(714)	390	–	390	1,170
Increase (Decrease) in accrued salaries	(11,619)	15,872	–	–	–	–
Increase (Decrease) in vacation payable	1,938	101	–	–	–	–
Increase (Decrease) in deferred revenue	(5,550)	2,735	–	–	–	–
Increase (Decrease) in employee future benefits	155	54	–	–	–	–
	$ 6,020	$ 6,148	$ (7,721)	$ 124	$ (7,597)	$ (204)

9) TRUST ACCOUNTS

The RHA administers funds held in trust for staff, patients, and residents using the RHA's facilities. The funds are held in separate accounts. The total cash held in trust as at March 31, 2015 was $297 (2014 - $275). These amounts are not reflected in the financial statements.

10) RELATED PARTIES

These financial statements include transactions with related parties. The RHA is related to all Saskatchewan Crown Agencies such as ministries, corporations, boards and commissions under the common control of the Government of Saskatchewan. The RHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the RHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

a) Related Party Transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at exchange amounts which approximate prevailing market rates charged by those organizations and are settled on normal trade terms.

	2015	2014
Revenues		
3s Health	$ 114	$ 134
Community Initiatives Fund	153	213
Cypress Regional Health Authority	999	1,042
eHealth Saskatchewan	10	180
Five Hills Regional Health Authority	196	191
Health Quality Council	–	135
Ministry of Education	4,332	3,722
Ministry of Health	353	255
Ministry of Justice	296	332
Regina School Division No. 4	60	4
Saskatchewan Aids for Independent Living	217	211
Saskatchewan Arts Board	–	20
Saskatchewan Cancer Agency	1,846	2,172
Saskatchewan Government Insurance	3,910	4,308
Saskatchewan Housing Corporation	655	488
Saskatchewan Polytechnic	23	25
Saskatoon Regional Health Authority	13	24
Senior Citizen's Ambulance Assistance Program	292	489
Sun Country Regional Health Authority	213	241
Sunrise Regional Health Authority	538	638
Supplementary Health	698	678
Workers' Compensation Board	3,275	3,565
	$ 18,193	$ 19,067

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015
(in thousands of dollars)

Expenditures	2015	2014
3s Health	$ 27,090	$ 27,046
eHealth Saskatchewan	1,144	1,028
Five Hills Regional Health Authority	7	94
Ministry of Central Services	103	5
Ministry of Finance	1,317	1,671
Prairie North Regional Health Authority	–	40
Prince Albert Parkland Regional Health Authority	–	7
Saskatchewan Government Insurance	52	59
Saskatchewan Healthcare Employees' Pension Plan	36,592	32,883
Saskatchewan Polytechnic	79	123
Saskatchewan Power Corporation	6,778	6,297
Saskatchewan Telecommunications	2,581	2,070
Saskatoon Regional Health Authority	240	195
SaskEnergy Incorporated	2,565	2,204
Sun Country Regional Health Authority	4	2
Sunrise Regional Health Authority	57	24
Technical Safety Authority of Saskatchewan	41	42
Workers' Compensation Board	9,297	8,147
	$ 87,947	$ 81,937

Accounts Receivable	2015	2014
3s Health	$ 502	$ 495
Cypress Regional Health Authority	143	85
Five Hills Regional Health Authority	47	61
Ministry of Social Services	15	12
Saskatchewan Aids for Independent Living	659	696
Saskatchewan Cancer Agency	621	210
Saskatchewan Drug Plan	–	115
Saskatchewan Government Insurance	785	76
Saskatoon Regional Health Authority	3	48
Senior Citizen's Ambulance Assistance Program	26	24
Sun Country Regional Health Authority	34	47
Sunrise Regional Health Authority	54	–
Supplementary Health	36	34
Workers' Compensation Board	759	1,353
	$ 3,684	$ 3,256

	2015	2014
Prepaid Expenditures		
3s Health	$ 66	$ 66
eHealth Saskatchewan	114	192
Saskatchewan Telecommunications	463	25
Workers' Compensation Board	2,456	–
	$ 3,099	$ 283

	2015	2014
Accounts Payable		
3s Health	$ 4,838	$ 5,918
eHealth Saskatchewan	234	209
Ministry of Finance	368	422
Saskatchewan Healthcare Employees' Pension Plan	4,974	4,751
Saskatchewan Power Corporation	510	485
Saskatchewan Telecommunications	129	260
Saskatoon Regional Health Authority	7	44
SaskEnergy Incorporated	250	245
Sunrise Regional Health Authority	3	79
Workers' Compensation Board	–	2,013
	$ 11,313	$ 14,426

In addition, the RHA pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

b) Health Care Organizations

i) Prescribed Health Care Organizations and Third Parties

The RHA has also entered into agreements with HCOs and third parties to provide health services.

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to HCOs and third parties.

	2015	2014
615672 Sask Ltd. (Touchwood EMS)	$ 497	$ 496
Autism Resource Centre Inc.	742	742
Cupar Lions Volunteer Ambulance Inc.	302	303
Extendicare (Canada) Inc.	25,738	25,838
Hutch Ambulance Moosomin Inc.	575	576
Imperial and District Ambulance Inc.	148	149
J.T. Ambulance Service Inc.	461	421
Mental Health Association / Regina Branch Inc.	467	467
Phoenix Residential Society	1,543	1,543
Prairie Ambulance Care (1998) Ltd.	336	336
Rainbow Youth Centre Inc.	735	725
Raymore Community Health and Social Centre	74	73
Regina Recovery Homes Inc.	1,240	1,240
Strasbourg Emergency Medical Serivces	18	18
Soo Line Ambulance Association	264	264
Valley Ambulance Care Ltd.	489	488
	$ 33,629	$ 33,679

ii) Affiliates

The Act makes the RHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. The following presentation discloses the amount of funds granted to each affiliate:

	2015	2014
All Nations' Healing Hospital Inc.	$ 5,303	$ 5,458
Cupar and District Nursing Home Inc.	2,987	2,894
Lumsden and District Heritage Home Inc.	2,408	2,377
The Qu'Appelle Diocesan Housing Corporation	1,332	1,287
The Regina Lutheran Housing Corporation	4,695	4,672
The Salvation Army William Booth Special Care Home	8,120	7,872
Santa Maria Senior Citizens Home Inc.	9,701	9,422
	$ 34,546	$ 33,982

Ministry of Health requires additional reporting in the following audited financial summaries of the affiliate entities for the years ending March 31, 2014 and 2013. Audited financial information from the affiliate entities is not yet available for the fiscal year ending March 31, 2015.

	2014	2013
Statement of Financial Position		
Assets	$ 9,118	$ 8,994
Net Capital Assets	20,089	19,368
Total Assets	$ 29,207	$ 28,362
Total Liabilities	$ 18,273	$ 18,857
Total Net Assets (Fund Balances)	10,934	9,505
	$ 29,207	$ 28,362
Statement of Operations		
RHA Grant	$ 34,103	$ 33,856
Other Revenue	9,469	8,959
Total Revenue	43,572	42,815
Salary and Benefits	33,500	33,872
Other Expenses*	8,636	9,010
Total Expenses	42,136	42,882
Excess (Deficiency) of revenue over expenses	$ 1,436	$ (67)
* Other Expenses includes amortization of $1,419 (2013 - $1,406)		
Statement of Cash Flows		
Cash from Operations	$ 1,898	$ 1,434
Cash used in Financing Activities	591	537
Cash used in Investing Activities*	(2,275)	(1,328)
Increase (Decrease) in Cash	$ 214	$ 643
* Cash used in Investing Activities includes capital purchases of $2,141 (2013 - $1,228)		

(iii) Fund Raising Foundations

The Hospitals of Regina Foundation Inc. is an independent non-profit corporation without share capital that has its own Board of Directors. It provides donations to the RHA for capital equipment, education and research purposes. Its accounts are not included in these financial statements. As of December 31, 2014 it has net assets of $22,882 (2013 - $26,003). During the year, the Foundation provided funding of approximately $7,572 (March 31, 2014 - $8,594) for programs and capital acquisitions reported in donations and ancillary income. These amounts were used to fund capital assets, education and research projects throughout the region.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015
(in thousands of dollars)

	Dec. 31, 2014	Dec. 31, 2013
Statement of Financial Position		
Total Assets	$ 25,571	$ 29,635
Total Liabilities	$ 2,689	$ 3,632
Total Net Assets (Fund Balances)*	22,882	26,003
	$ 25,571	$ 29,635

* In accordance with donor-imposed restrictions $6,114 (2013 - $5,421) of the foundation's net assets must be used to purchase specialized equipment for the RHA

Statement of Operations		
Total Revenue	$ 9,859	$ 12,335
Total Expenses*	12,980	8,218
Excess of revenue over expense	$ (3,121)	$ 4,117

* Total expenses include contributions of $10,391 (2013 - $6,048) to the RHA and amortization of $116 (2013 - $90)

Statement of Cash Flows		
Cash from operations	$ (1,269)	$ 3,438
Cash used in financing and investing activities*	(143)	(2,511)
Increase (Decrease) in cash	$ (1,412)	$ 927

* Investing activities include capital purchases of $143 (2013 - $11)

11) EMPLOYEE FUTURE BENEFITS

a) Pension Plan

Employees of the RHA participate in one of the following pension plans:

1. Saskatchewan Healthcare Employees' Pension Plan (SHEPP) – This is jointly governed by a board of eight trustees. Four of the trustees are appointed by Health Shared Services Saskatchewan (3sHealth) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan that came into effect December 31, 2002. (Prior to December 31, 2002 this plan was formerly the SAHO Retirement Plan and governed by the Saskatchewan Association of Healthcare Organizations Board of Directors).

2. Regina Civic Employees' Superannuation and Benefit Plan (RCP) – This is a multi-employer defined benefit plan that is administered by a jointly trusteed board (equal employer and employee representatives). All costs, including cost of any actuarially determined deficiency, are equally shared by the employees and employers.

3. Public Employees' Pension Plan (PEPP) (a related party) – This is a multi-employer defined contribution plan and is sponsored by the Government of Saskatchewan.

The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Pension expense is included in Compensation – Benefits in Schedule 1 and is equal to the RHA contributions amount below.

	2015				2014
	SHEPP[1]	PEPP	RCP	Total	Total
Number of active members	7,183	35	1,481	8,699	8,509
Member contribution rate, percentage of salary	8.10% - 10.70%*	5.00% - 7.00%*	8.42% - 13.96%*		
RHA contribution rate, percentage of salary	9.07% - 11.98%*	6.00% - 7.00%*	8.42% - 13.96%*		
Member contributions	$ 32,650	$ 226	$ 9,469	$ 42,345	$ 38,834
RHA contributions	$ 36,685	$ 245	$ 9,630	$ 46,560	$ 42,855

* Contribution rate varies based on employee group

1 Active members are employees of the RHA, including those on leave of absence as of March 21, 2015. Inactive members are not reported by the RHA, their plans are transferred to SHEPP and managed directly by SHEPP.

Pension plan contribution rates have increased as a result of recent deficiencies in SHEPP. Any actuarially determined deficiency is the responsibility of participating employers and employees in the ratio 1.12 to 1. Contribution rates will continue to increase until the next actuarial reports are completed.

b) Accumulated sick leave benefit liability:

The cost of the accrued benefit obligation related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of inflation, discount rate, employee demographics and sick leave usage of active employees. The RHA has completed an actuarial valuation as of March 31, 2013 with an estimated valuation to March 31, 2015. Key assumptions used as inputs into the actuarial calculation are as follows:

	2015	2014
Discount Rate	1.90%	2.85%
Rate of Inflation	0.00% to 2.00%	0.00% to 2.00%

	2015	2014
Accrued benefit obligation, beginning of year	$ 25,178	$ 25,125
Cost for the year	3,902	3,922
Benefits paid during the year	(3,746)	(3,869)
Accrued benefit obligation, end of year	$ 25,334	$ 25,178

12) BUDGET

The RHA Board approved the 2014/2015 budget plan on May 28, 2014.

13) INSURANCE

The RHA purchases liability insurance from Healthcare Insurance Reciprocal of Canada (the Reciprocal). Under the terms of the Subscribers' Agreement, with respect to a policy period where revenues exceed expenses, any premium surplus may be refunded to the Reciprocal's subscribers on a proportionate basis after the subscriber has been enrolled with the Reciprocal for more than four years. This is the RHA's eighteenth year in the agreement with the Reciprocal. Similarly, if there is a deficiency of revenues, the Reciprocal may collect such premium deficiency from its Subscribers on a proportionate basis. The Reciprocal maintains a stabilization fund to cover future deficiencies. Also, the Reciprocal is insured for claims in excess of $1 million. Surplus distribution in 2015 was $102 (2014 - $45). There are no claims reported that are expected to exceed the policy limits.

14) FINANCIAL INSTRUMENTS

a) Significant terms and conditions:

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Financial risk management:

The RHA has exposure to the following risk from its use of financial instruments: credit risk, market risk and liquidity risk.

The Board ensures that the RHA has identified its major risks and ensures that management monitors and controls them. The Board oversees the RHA's systems and practices of internal control, and ensures that these controls contribute to the assessment and mitigation of risk.

c) Credit risk:

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health – General Revenue

Fund, Saskatchewan Workers' Compensation Board, health insurance companies or other Provinces. The RHA is also exposed to credit risk from cash, short-term investments and investments.

The carrying amount of financial assets represents the maximum credit exposure as follows:

	2015	2014
Cash and short-term investments	$ 5,750	$ 19,901
Accounts receivable		
Ministry of Health - General Revenue Fund	2,613	18,118
Other	17,261	16,361
Investments	850	467
	$ 26,474	$ 54,847

The RHA manages its credit risk surrounding cash and short-term investments and investments by dealing solely with reputable banks and financial institutions, and utilizing an investment policy to guide their investments decisions. The RHA invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements.

d) Market risk:

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the RHA's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposure within acceptable parameters while optimizing return on investment.

(i) Foreign exchange risk:

The RHA operates within Canada, but in the normal course of operations is party to transactions denominated in foreign currencies. Foreign exchange risk arises from transactions denominated in a currency other than the Canadian dollar, which is the functional currency of the RHA. The RHA believes that it is not subject to significant foreign exchange risk from its financial instruments.

(ii) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the RHA to cash flow interest rate risk. The RHA's investments include guaranteed investment certificates bearing interest at fixed rates. The RHA's mortgages payable outstanding as at March 31, 2015 and 2014 have fixed interest rates.

Although management monitors exposure to interest rate fluctuations, it does not employ any interest rate management policies to counteract interest rate fluctuations.

As at March 31, 2015, had the prevailing interest rates increased or decreased by 1%, assuming a parallel shift in the yield curve, with all other variables held constant, the RHA's financial instruments would have decreased or increased by approximately $162 (2014 - $118), approximately 13.36% of the fair value of investments (2014 - 13.88%).

e) Liquidity risk:

Liquidity risk is the risk that the RHA will be unable to fulfill its obligations as they become due.

The RHA manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities. To ensure the RHA has sufficient cash on hand, the RHA prepares annual capital and operating budgets and forecasts which are regularly monitored and updated as necessary. As at March 31, 2015, the RHA had current financial assets totalling $37,286 and current financial liabilities totalling $130,000 which represents a working capital deficit of $92,714. It also had an unused line of credit in the amount of $31,515. As at March 31, 2015, the RHA has complied with all restrictions placed on contributions received.

As at March 31, 2015, the RHA is committed to the following operating and restricted financial liabilities, including principle, based on the expected undiscounted cash flows from the reporting date to the contractual maturity date:

	Carrying Amount	Due in less than 1 year	Due in 1 to 3 years	Due in 3 to 5 years	Due after 5 years
Accounts payable and accrued liabilities	$ 42,230	$ 42,230	$ -	$ -	$ -
Accrued salaries	16,933	16,933	-	-	-
Vacation payable	51,652	44,551	7,101	-	-
Deferred revenue	18,542	18,542	-	-	-
Long-term debt and mortgages	5,439	643	1,221	1,086	2,489
Total financial liabilities	$ 134,796	$ 122,899	$ 8,322	$ 1,086	$ 2,489

f) Fair value:

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature.
  - Accounts receivable
  - Accounts payable
  - Accrued salaries and vacation payable
- Cash, short-term investments and long-term investments are recorded at fair value as disclosed in Schedule 2.
- The fair value of long-term debt and mortgages before the repayment required within one year, is $5,284 (2014 - $5,854) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

Determination of fair value

When the carrying amount of a financial instrument is the most reasonable approximation of fair value, reference to market quotations and estimation techniques is not required. The carrying value of cash and short-term investments, accounts receivable and accounts payable approximated their fair values due to the short-term maturity of these financial instruments.

For financial instruments listed below, fair value is best evidenced by an independent quoted market price for the same instrument in an active market. An active market is one where quoted prices are readily available, representing regularly occurring transactions. Accordingly, the determination of fair value requires judgment and is based on market information where available and appropriate. Fair value measurements are categorized into levels within a fair value hierarchy based on the nature of the inputs used in the valuation.

Level 1 – Where quoted prices are readily available from an active market.

Level 2 – Valuation model not using quoted prices, but still using predominantly observable market inputs, such as market interest rates.

Level 3 – Where valuation is based on unobservable inputs. There were no items measured at fair value using level 3 in 2015 or 2014.

There were no items transferred between levels in 2015 or 2014.

	2015			2014		
	Level 1	Level 2	Total	Level 1	Level 2	Total
Investments	$ 1,211	$ –	$ 1,211	$ 850	$ –	$ 850
Mortgages payable	$ –	$ 5,439	$ 5,439	$ –	$ 6,382	$ 6,382

g) Operating Line of Credit:

The RHA has an unsecured line of credit limit of $31,515 approved by the Minister of Health in 1999. Interest on the outstanding balance is charged at bank prime less .75%. Total interest paid on the line of credit was $6 (2014 - $1).

15) INTERFUND TRANSFERS

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases and reassigning fund balances to support certain activities.

	2015			2014		
	Operating	Capital	Community Trust	Operating	Capital	Community Trust
Building renovations	$ 81	$ (81)	$ –	$ (1,321)	$ 1,321	$ –
Capital asset purchases	–	62	(62)	–	88	(88)
Mortgage payments	(471)	471	–	(431)	431	–
Replacement reserves	(57)	57	–	41	(41)	–
	$ (447)	$ 509	$ (62)	$ (1,711)	$ 1,799	$ (88)

16) PAY FOR PERFORMANCE

As part of government-wide fiscal restraint measures, the pay for performance compensation plan has been suspended for the 2014/15 and 2015/16 fiscal years. This compensation plan was introduced in April 2011 and allowed senior employees to be eligible to earn lump sum performance adjustments of up to 110% of their base salary. In prior years, senior employees were paid 90% of current base salary and lump sum performance adjustments related to the

previous year. Due to the suspension of the pay for performance compensation plan, senior employees will receive 100% of their base salary for 2014/15 and 2015/16.

17) CHANGES IN ACCOUNTING POLICY

Effective April 1, 2014, the RHA adopted the new PS 3260 Liability for Contaminated Sites standard. This section establishes standards on how to account for and report a liability associated with the remediation of contaminated sites. Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds the maximum acceptable concentrations under an environmental standard. This standard only applies to operations that are no longer in productive use, or where an unexpected event occurs that has caused contamination. A liability for remediation of contaminated sites is recognized when all of the following criteria are met:

- an environmental standard exists;
- contamination exceeds the environmental standard;
- the RHA:
  - is directly responsible; or
  - accepts responsibility;
- the RHA expects that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

This change has been applied prospectively. Consequently, prior year comparatives have not been restated.

Liabilities are accrued to record the estimated costs related to the management and remediation of contaminated sites where the RHA is obligated or likely to be obligated to incur such costs. The estimate includes costs that are directly attributable to the remediation activities, and reflects the costs required to bring the site up to the current minimum standard for its use prior to contamination. The liability is recorded net of any expected recoveries. The impact to the RHA's 2015 financial statements resulting from the adoption of the new PS 3260 standards is as follows:

The RHA recognized an estimated liability of $75 for remediation of Grenfell Health Centre using net present value. The nature of the liability is an underground diesel tank which must be removed. The estimated cost of the liability is based on consultant reports and historical costs. No amount is estimated to be recovered.

18) COLLECTIVE BARGAINING AGREEMENTS

The Saskatchewan Union of Nurses contract expired on March 31, 2014. The Health Sciences Association of Saskatchewan contract expired March 31, 2013. The Canadian Union of Public Employees contract is in effect until March 31, 2017. The Retail, Wholesale and Department Store Union contract is in effect until March 31, 2016.

19) COMPARATIVE INFORMATION

Certain 2014 balances have been reclassified to conform to the current year's presentation. The reclassifications are not material to the financial statements.

Schedule of Expenses by Object

For the year ended March 31, 2015
(in thousands of dollars)

	Budget 2015	Actual 2015	Actual 2014 (Note 19)
Operating			
Advertising and public relations	$ 301	$ 225	$ 175
Board costs	176	106	143
Compensation - benefits	107,157	111,552	108,584
Compensation - employee future benefits	–	155	53
Compensation - salaries	537,539	551,026	538,394
Continuing education fees and materials	842	670	893
Contracted out services	20,227	19,338	19,413
Diagnostic imaging supplies	673	648	596
Dietary supplies	94	80	65
Drugs	15,113	14,349	13,255
Environmental remediation	–	75	–
Food	7,668	7,967	7,667
Grants to ambulance services	3,050	3,090	3,050
Grants to health care organizations and affiliates	63,908	65,085	64,611
Housekeeping and laundry supplies	2,983	3,266	3,214
Information technology contracts	5,840	5,834	5,812
Insurance	1,689	1,768	1,629
Interest	249	239	212
Laboratory supplies	5,938	6,194	5,966
Medical and surgical supplies	51,404	49,919	49,335
Medical remuneration and benefits	83,156	87,284	84,952
Meetings	212	295	305
Office supplies and other office costs	4,099	3,947	4,159
Other	8,826	7,610	7,071
Professional fees	10,426	13,726	12,455
Prosthetics	20,833	22,427	22,220
Purchased salaries	395	1,342	498
Rent / lease / purchase costs	13,586	14,820	14,181
Repairs and maintenance	13,670	14,424	13,538
Supplies - other	3,693	3,626	3,692
Therapeutic supplies	1,150	992	1,039
Travel	4,417	4,724	4,203
Utilities	11,612	11,860	11,522
	$ 1,000,926	$ 1,028,663	$ 1,002,902
Restricted			
Amortization		$ 29,422	$ 30,137
Loss on disposal of capital assets		375	455
Mortgage interest expense		242	284
Other		1,438	2,334
		$ 31,477	$ 33,210

Schedule of Investments

As at March 31, 2015
(in thousands of dollars)

	Amount	Maturity	Effective Rate
Restricted Investments			
Cash and short-term investments			
Chequing and savings			
Bank of Montreal	$ 4,850		
Manulife Bank Investment Savings	97		
Renaissance High Interest Savings	76		
	$ 5,023		
Investments			
Equitable Trust Company	$ 9	2-Apr-15	2.05%
Equitable Trust Company	52	22-Jun-15	2.36%
Home Trust Company	66	23-Jun-15	1.95%
Montreal Trust	36	2-Sep-15	2.35%
Home Trust Company	150	1-Oct-15	2.20%
Montreal Trust Company	48	28-Mar-16	1.56%
	$ 361		
Total Cash and short-term investments	$ 5,384		
Long-Term Investments			
Home Trust Company	$ 55	4-Apr-16	2.10%
Home Trust Company	66	23-Jun-16	2.10%
National Trust Company	99	23-Jun-16	1.95%
Home Trust Company	20	18-Jul-16	2.10%
Home Trust Company	10	15-Sep-16	2.05%
Home Trust Company	41	3-Oct-16	2.31%
Manulife Trust Company	125	3-Oct-16	2.26%
Home Trust Company	48	27-Mar-17	1.77%
Home Trust Company	122	23-Jun-17	2.20%
Laurentian Bank of Canada	98	23-Jun-17	2.15%
Equitable Bank	20	17-Jul-17	2.25%
Homequity Bank	48	26-Mar-18	1.88%
President's Choice Bank	98	25-Jun-18	2.56%
Total Long-term investments	$ 850		
Total Restricted Investments	$ 6,234		
Operating Fund Investments			
Cash and short-term investments			
Chequing and Savings			
Cash on Hand	$ 83		
Petty Cash	64		
Broadview Credit Union	1		
Canadian Imperial Bank of Commerce	5		
Cornerstone Credit Union	3		
Royal Bank of Canada	52		
TD Canada Trust	5		
U.S. Funds - BMO and Harris Bank	153		
Total Cash and short-term investments	$ 366		
Total Operating fund investments	$ 366		
Total Investments	$ 6,600		
Restricted and Unrestricted Totals			
Total Cash and short-term investments	$ 5,750		
Total Long-term investments	850		
Total Investments	$ 6,600		

Restricted Investments consist of Community generated funds transferred to the RHA and held in the Community Trust Funds (Schedule 3) and Replacement reserves maintained under mortgage agreements with Canada Mortgage and Housing Corporation held in the Capital Fund (Schedule 4)

Schedule of Externally Restricted Funds

For the year ended March 31, 2015
(in thousands of dollars)

	Balance Beginning of Year	Investment and Other Revenue	Donations, Grants, and Transfers	Expenses	Transfer to investment in capital asset	Balance End of Year
Community Trust Fund						
Broadview Centennial Lodge	$ 30	$ (5)	$ 1	$ 5	$ –	$ 21
Broadview Union Hospital	82	–	1	6	–	77
Eastern Saskatchewan Pioneer Lodge	18	–	–	–	–	18
Golden Prairie Home	257	6	3	31	26	209
Grenfell Area	493	10	1	28	29	447
Home Care	1	–	–	1	–	–
Indian Head Hospital	22	–	4	–	–	26
Lakeside Home	12	–	1	2	–	11
Montmartre Health Centre	73	1	–	11	7	56
Moosomin Union Hospital	127	4	–	–	–	131
St. Joseph's Integrated Care Centre	99	–	–	–	–	99
Whitewood Health Centre	64	–	12	8	–	68
Wolseley Memorial Hospital	365	8	1	–	–	374
Total Community Health Fund	$ 1,643	$ 24	$ 24	$ 92	$ 62	$ 1,537
Capital Fund						
Saskatchewan Health Initiatives						
Capital Construction	$ 6,614	$ (33)	$ 10,015	$ 676	$ 5,053	$ 10,867
Capital Equipment	2,966	720	10,772	328	11,236	2,894
Dedicated IT Funding	(1,299)	2,182	1,000	–	1,779	104
RIS/PAC	932	–	–	–	317	615
EMS	(235)	–	173	–	14	(76)
VFA	1,892	63	–	117	24	1,814
Total Saskatchewan Health Initiatives	10,870	2,932	21,960	1,121	18,423	16,218
Non Saskatchewan Health Initiatives						
Balcarres Integrated Care Centre	45	7	5	17	6	34
Echo Lodge	77	1	12	8	20	62
Home Care	3	–	–	–	–	3
Hospitals of Regina Foundation	9	–	–	–	–	9
Silver Heights Special Care Home	28	1	3	7	–	25
St. Joseph's Care Centre	6	–	1	–	–	7
Wascana Rehab Centre	244	–	8	–	159	93
Capital funded by future operating surpluses	(3,796)	–	818	1,723	(188)	(4,513)
Total Non Saskatchewan Health Initiatives	(3,384)	9	847	1,755	(3)	(4,280)
Total Capital Fund	7,486	2,941	22,807	2,876	18,420	11,938
Total Externally Restricted Funds	$ 9,129	$ 2,965	$ 22,831	$ 2,968	$ 18,482	$ 13,475

Schedule of Internally Restricted Fund Balances

For the year ended March 31, 2015
(in thousands of dollars)

	Balance Beginning of Year	Investment Income Allocation	Allocation from unrestricted	Transfer to unrestricted (expenses)	Transfer to investment in capital	Balance End of Year
CAPITAL						
Replacement Reserves						
Balcarres Integrated Care Centre	$ 108	$ –	$ –	$ –	$ –	$ 108
Echo Lodge	328	–	–	–	–	328
Golden Prairie Home	116	–	–	–	–	116
Silver Heights	77	–	–	–	–	77
Whitewood Community Health Centre	65	–	8	–	–	73
Regina Village Rentals	261	5	75	31	–	310
	$ 955	$ 5	$ 83	$ 31	$ –	$ 1,012
OPERATING						
Information Technology Systems	$ 323	$ –	$ –	$ –	$ 7	$ 316
Capital Equipment	(1,302)	–	–	–	(88)	(1,214)
	$ (979)	$ –	$ –	$ –	$ (81)	$ (898)
Total Internally Restricted Funds	$ (24)	$ 5	$ 83	$ 31	$ (81)	$ 114

Schedules of Board Remuneration

For the year ended March 31, 2015

	Retainer	Per Diem	Travel Time Expenses	Travel and Sustenance Expenses	Other Expenses	Canada Pension Plan	2015 Total	2014 Total
Barber, B. Acting Chairperson	$ 830	$ 3,812	$ 975	$ 1,211	$ 1,105	$ 139	$ 8,072	$ 12,508
Boutilier, L. former Chairperson	9,130	6,450	1,988	1,084	4,664	719	24,035	38,568
Bryant, C.	–	6,575	650	597	2,590	202	10,614	11,438
Carter, J.	–	2,650	1,100	1,497	832	119	6,198	11,258
Davis, J.	–	3,050	300	–	1,305	26	4,681	–
Everett, M.	–	–	–	–	–	–	–	13,347
Jijian, L.	–	4,388	975	483	2,663	156	8,665	8,297
Lang, J.	–	4,150	600	483	2,789	74	8,096	8,763
Miskiman, L.	–	2,750	1,300	2,486	1,271	69	7,876	–
Quinlan, S.	–	5,300	725	933	1,025	300	8,283	9,400
Semenchuck, G.	–	4,150	1,075	1,792	2,962	–	9,979	7,493
Sparvier, P.	–	–	–	–	–	–	–	11,158
Woidyla, P.	–	3,400	1,337	1,610	346	121	6,814	10,656
	$ 9,960	$ 46,675	$ 11,025	$ 12,176	$ 21,552	$ 1,925	$ 103,313	$ 142,886

Schedule of Senior Management Salaries, Benefits, Allowances and Severance

For the year ended March 31, 2015

	2015						2014		
	Salaries[1]	Vacation Payout[1]	Benefits and Allowances[2]	Sub-total	Severance Amount	Total	Salaries, Benefits and Allowances[1,2]	Severance	Total
Keith Dewar, President and Chief Executive Officer	$ 426,271	$ –	$ 8,297	$ 434,568	$ –	$ 434,568	$ 334,132	$ –	$ 334,132
Karen Earnshaw, Vice President, Integrated Health Services	265,208	–	860	266,068	–	266,068	202,134	–	202,134
Sandra Euteneier, Acting Vice President, Integrated Health Services	40,594	–	10	40,604	–	40,604	–	–	–
Sharon Garratt, Acting Vice President, Integrated Health Services	40,711	–	10	40,721	–	40,721	–	–	–
Mike Higgins, Vice President, Human Resources and Communications	281,456	–	6,497	287,953	–	287,953	227,533	–	227,533
Valerie Hunko, Vice President, Integrated Health Services	253,954	–	4,550	258,504	–	258,504	227,533	–	227,533
Carol Klassen, Vice President, Knowledge and Technology Services	267,605	–	6,141	273,746	–	273,746	227,533	–	227,533
David McCutcheon, Vice President, Physician and Integrated Health Services	314,447	–	7,660	322,107	–	322,107	318,207	–	318,207
Susan Neville, Vice President, Integrated Health Services	280,421	–	6,160	286,581	–	286,581	227,533	–	227,533
Robbie Peters, Vice President and Chief Financial Officer	259,953	–	7,476	267,429	–	267,429	36,146	–	36,146
Michael Redenbach, Vice President, Integrated Health Services	281,790	–	7,114	288,904	–	288,904	231,965	–	231,965
Marlene Smadu, Vice President, Quality and Transformation	279,890	–	6,060	285,950	–	285,950	223,271	–	223,271
Joy Dobson, former Senior Medical Officer	–	–	–	–	–	–	63,111	–	63,111
Randy Stephanson, former Vice President and CFO	–	–	–	–	–	–	121,603	–	121,603
Dwight Nelson, former President and CEO	–	–	–	–	–	–	141,371	–	141,371
Diane Larrivee, former Vice President, Specialty Care	–	–	–	–	–	–	2,762	–	2,762
	$2,992,300	$ –	$ 60,835	$3,053,135	$ –	$3,053,135	$ 2,584,834	$ –	$2,584,834

1 Salaries include regular base pay, overtime, honoraria, sick leave, vacation leave, and merit or performance pay, lumpsum payments, and any other direct cash remuneration. The Pay for Performance compensation plan has been suspended for the 2014/15 and 2015/16 fiscal years. Senior employees will receive 100% of their base salary for 2014/15 and 2015/16. Refer to Note 16 for further details.

2 Benefits and allowances include the employer's share of amounts paid for the employees' benefits and allowances that are taxable to the employee. This includes taxable: professional development, education for personal interest, non-accountable relocation benefits, personal use of an automobile, cell phone, computer, etc., as well as any other taxable benefits.

APPENDIX A: ORGANIZATIONAL STRUCTURE

Regina Qu'Appelle Health Region Organizational Structure

REGIONAL HEALTH AUTHORITY
Brian Barber
(Acting Chair)

Practitioner Advisory Committee
Dr. G. White
(Chair)

PRESIDENT & CEO
Keith Dewar

Office of the President & CEO
RHA Support
Strategic Planning & Business Intelligence

Vice President
Physician & Integrated Health Services
Dr. David McCutcheon

- Physician Services
- Medicine Service Line: Emergency Department & EMS, Critical Care & Cardiosciences, Medicine Units & Neurosciences

Senior Medical Officer
Dr. George Carson

- Recruitment & Privileges
- Discipline
- Quality of Practitioner Care

Vice President
Integrated Health Services
Michael Redenbach

- Facility Based Continuing Care Service Line
- Mental Health & Addictions Service Line

Acting Vice Presidents
Integrated Health Services
Sharon Garratt / Sandy Euteneier

- Women & Children's Health Service Line
- Surgical Service Line
- Specialized Ambulatory Care Service Line

Vice President
Integrated Health Services
Karen Earnshaw

- Primary Health Care Service Line
- Home Care & Palliative Care
- Rural Health Facilities

Vice President
Integrated Health Services
Sue Neville

- Patient Flow, Pharmacy & Respiratory Care
- Diagnostic Imaging, Nuclear Medicine & Laboratory Services
- HealthLine
- Rehabilitation, Spiritual Care & Native Health Services
- Support Services & Central Scheduling

Vice President
Human Resources & Communications
Mike Higgins

- Workforce Strategy, Safety & Wellness
- Employee Relations & Development
- Human Resources Legal & Policy
- Security & Parking Services
- Communications

Vice President
Knowledge & Technology Services
Carol Klassen

- Academic Health Sciences
- Clinical Engineering
- Information Technology
- Research & Health Information Services

Vice President & Chief Financial Officer
Financial Services
Robbie Peters

- Decision Support & Accounting
- Facilities Management
- Payroll & Benefits
- Materials Management

Vice President
Quality & Transformation
Marlene Smadu

- Client Representatives
- Kaizen Promotion Office
- Risk Management, Privacy, Emergency Preparedness
- Infection Prevention & Control
- Transfusion Safety
- Clinical Quality & Professional Practice

Note: Positions held are as of March 31, 2015.

APPENDIX B: LIST OF FACILITIES

REGINA

Location	Site	Gross Sq. Ft.	Lease/Own
1640 Victoria Avenue	Addiction Treatment Centre	18,348	Own
325 Victoria Avenue	Al Ritchie Health Action Centre	2,080	Lease
2110 Hamilton Street	Alcohol and Drug Services, I.T., Mental Health-Adult, Public Health	60,888	Lease
2166 Broad Street	Autism Centre	4,112	Lease
1680 Albert Street	Child and Youth and Kinship Centre	26,465	Lease
2024 Albert Street	Drug Treatment Court	5,650	Lease
400 Broad Street	Eagle Moon Health Office	2,820	Lease
3705 Hill Avenue	Emergency Medical Services	5,400	Own
5730 Rochdale Boulevard	Emergency Medical Services	1,679	Own
1350 Albert Street	Emergency Medical Services - Central Operations	47,465	Own
2435 Park St.	EMS Geopost	970	Lease
1621 Albert Street	Family Medicine Unit / Pre-Admission Surgical Assessment Centre	26,698	Lease
3510 – 5th Avenue	Four Directions Community Health Centre	7,144	Lease
1048 Albert Street	Harm Reduction Program	1,962	Lease
1080 Winnipeg Street	Health Promotion (Health Promotion, Dental Health, Active Living, Nutrition, Midwifery), Population and Public Health Services	4,263	Lease
2755 Avonhurst Drive	HealthLine, EMS Communication Centre, BedLine, Central Scheduling	17,436	Lease
1920 Broad Street	Hearing Aid Plan	5,185	Lease
4211 Albert Street	Home Care / SWADD / HR / LR	33,796	Lease
1311-B Broadway Avenue	Home Care Treatment Centre	3,125	Lease
235 Albert St. North	Kidney Health Centre	10,035	Lease
1001 Montreal Street	Laundry Services	44,300	Own
4006 Dewdney Avenue	Meadows Primary Health Centre	6,408	Lease
4101 Dewdney Avenue	Pasqua Hospital	647,680	Own
430 Pioneer Dr., Regina	Pioneer Village	468,514	Own
1052 / 1056 Albert Street	Primary Health Care, Aboriginal Health / Home Care	4,092	Lease
1911 Park Street	Public Health - East Office	5,570	Lease
204 Wascana Street	Public Health - North Office	7,246	Own
1440 – 14th Avenue	Regina General Hospital	1,133,945	Own
200-2550 -15th Ave.	RQHR Admin. Offices	4,962	Lease
2180 Victoria Avenue E.	RQHR Admin. Offices	5,901	Lease
1037 Park St.	RQHR Warehouse	9,325	Lease
2180 – 23rd Avenue	Wascana Rehabilitation Centre	593,372	Own
	Total Gross Sq. Ft., Regina Facilities	**3,210,428**	

APPENDIX B: LIST OF FACILITIES

RURAL

Location	Site	Gross Sq. Ft.	Lease/Own
100 South Elgin St., Balcarres	Balcarres Integrated Care Centre	27,940	Own
310 Calgary St., Broadview	Broadview Centennial Lodge	18,998	Own
606 Main St., Broadview	Broadview Home Care Office	1,259	Own
901 Nina St., Broadview	Broadview Union Hospital	19,181	Own
108 Donald Rd., Cupar	Cupar Health Centre*	13,608	Own
560 Broadway St., Fort Qu'Appelle	Echo Lodge	21,128	Own
178 Boundary Ave.N., Fort Qu'Appelle	Fort Qu'Appelle Community Health Services Centre	8,400	Own
916 Eden St., Indian Head	Golden Prairie Home	23,272	Own
721 Stella St., Grenfell	Grenfell Health Centre	11,902	Own
713 Regina Avenue, Grenfell	Grenfell Housing Units (4 duplexes)	3,627	Own
802 Wolseley Ave., Grenfell	Grenfell Regional Office	3,150	Own
300 Hospital St., Indian Head	Indian Head Union Hospital	20,775	Own
701 Ouimet St., Wolseley	Lakeside Nursing Home	55,025	Own
125 Prince St., Imperial	Long Lake Valley Integrated Facility	20,325	Own
237 – 2nd Ave. E., Montmartre	Montmartre Health Centre	20,032	Own
710 Regina Ave., Grenfell	Pioneer Home	17,997	Own
402 McLean St., Raymore	Silver Heights Special Care Home	28,000	Own
601 Wright Road, Moosomin	Southeast Integrated Care Centre - Moosomin	95,769	Own
280 Burns Ave., Southey	Southey Health Action Centre	200	Lease
508 Westmoor St., Lestock	St. Joseph's Integrated Care Centre	14,338	Own
921 Gambetta St., Whitewood	Whitewood Community Health Centre	16,856	Own
801 Ouimet St., Wolseley	Wolseley Memorial Integrated Care Centre	13,616	Own
	Total Gross Sq. Ft., Rural Facilities	**455,398**	

* Cupar Health Centre closed June 4, 2014 at 108 Donald Rd., Cupar and moved to the Cupar Primary Health Care Clinic (June 4, 2014 to May 26, 2015). Effective May 27, 2015, the clinic moved to the Cupar & District Nursing Home (an affiliate) at 217 Stanley Street, Cupar.

APPENDIX B: LIST OF FACILITIES

AFFILIATES

Location	Site	Gross Sq. Ft.
450 - 8th St. W., Fort Qu'Appelle	All Nations Healing Hospital	56,901
213 Mills St., Cupar	Cupar and District Nursing Home	39,166
4125 Rae St., Regina	Extendicare Elmview	18,500
4540 Rae St., Regina	Extendicare Parkside	51,977
260 Sunset Dr., Regina	Extendicare Sunset	40,000
10 Aspen Bay, Lumsden	Lumsden and District Heritage Home	20,000
1425 College Ave., Regina	Qu'Appelle House	28,265
806 - 2nd Ave., Raymore	Raymore Community Health and Social Centre	1,680
1925 - 5th Ave. N., Regina	Regina Lutheran Home	60,452
4215 Regina Ave., Regina	Santa Maria Senior Citizens Home	107,185
50 Angus Rd., Regina	William Booth Special Care Home	46,632
	Total Gross Sq. Ft., Affiliates	**470,758**

Total Gross Sq. Ft., RQHR (excluding Affiliated Facilities) **3,665,826**

APPENDIX C: 3sHEALTH 2014/15 SHARED SERVICES REPORT

3sHealth provides province-wide shared services to support Saskatchewan's health care system. Working together with partners, 3sHealth finds innovative solutions to complex problems to help create a sustainable system for future generations. 3sHealth places patients and their families at the centre of everything they do, working with partners like the RQHR to improve quality and ensure patient safety.

The shared services that 3sHealth provides includes payroll processing and employee benefits administration for over 42,000 health care system employees, as well as joint contracting for goods and services. 3sHealth identifies and provides new shared service opportunities to support Better Health, Better Care, Better Value, and Better Teams.

In 2014/15, 3sHealth developed five values that guide their work, priorities, and interactions with clients and stakeholders. They are:

- Collaboration;
- Innovation;
- Integrity and trust;
- Transparency; and
- Bold and courageous leadership.

In alignment with these values and together with the health regions and Saskatchewan Cancer Agency, 3sHealth celebrated the following key achievements in 2014/15:

- Surpassed its five-year cost savings goal of $100 million for the health care system, saving over $110 million through collaboration and innovation in provincial contracting, linen savings, and other initiatives.
- Completed, in partnership with the Regina Qu'Appelle Health Region and the Wascana Rehabilitation Centre, a Lean replication event that improved linen handling and inventory management in long-term care units.
- Worked with provincial contracting partners to create a product issue reporting process, ensuring that safe, high-quality products are available for patient care across the health care system.
- Explored improvement opportunities in areas such as transcription services, the provincial supply chain, environmental services, medical laboratory services, medical imaging services, enterprise resource management, and enterprise risk management, focusing on the ways the system can work together to implement solutions that improve care for patients and their families.

3sHealth thanks its partners for their ongoing commitment to improving health care in Saskatchewan. 3sHealth looks forward to continuing their work in 2015/16 and making health care better together.

APPENDIX D: CLIENT REPRESENTATIVE SERVICES

In a culture of patient and family-centred care, patients, families, clients and residents are encouraged to participate and collaborate in their care with a goal of resolving concerns at the point of care.

What to do if you have a concern

Resolving concerns at the point of care is the most effective way to reach a positive outcome. If you have questions or concerns about the care or service provided to you or a family member, you should:

- Speak first with the staff and doctors involved in your care.
- If you still have questions or you are not comfortable speaking directly to those involved in your care, speak with the Unit Manager.
- If you require further assistance, speak with a Client Representative.

How a Client Representative can help you

Client Representatives are available to assist you with concerns if you are unable to get the answers you are looking for. They can:

- Inform you of your rights, options, and responsibilities.
- Ensure your concerns are reviewed and coordinate a regional response.
- Recommend changes to improve the quality of health services provided in the RQHR.
- Help you navigate through more than one service area and connect you with the people or information you need.

In 2014/15 the number of concerns registered with Client Representative Services was 2,277. The average time to resolve concerns was 20.8 days and the average time to resolve all non-complex concerns was five days.

The region continues to promote Client Representative Services – which has been renamed Patient Advocate Services – through brochures available at registration/admission desks, in all clinical/program areas and on the Internet site at **www.rqhealth.ca**

To contact the Patient Advocate Services, call 1-866-411-7272 outside of Regina and 306-766-3232 for Regina residents. You can also contact them via email at: **patientadvocate@rqhealth.ca**

APPENDIX E: PAYEE LIST

The payee list is compiled and distributed in accordance with Ministry guidelines which states that the list must be included, either as an appendix or with the main content of the annual report, in all copies of the published annual report, whether it is distributed electronically or in hard copy. Reporting and tabling the payee list holds the Regional Health Authorities accountable for the public funds received.

Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

Name	Amount	Name	Amount	Name	Amount
Abadiano, Linda	150,650	Aglosolos, Kristine Ivy	102,648	Amyotte, Bernadett	76,151
Abadilla, Elvie	129,542	Agopsowicz, Darren	80,993	Amyotte, Elma	55,301
Abalos, Jojo	78,149	Agopsowicz, Micaela	53,993	Anacio, Carlo	126,607
Abbas, Zahid	96,729	Aguilar, Maria Cristina	50,795	Anastasakis, Alisa	55,388
Abbasi, Ahmed	61,341	Aguilar, Rhodora	56,066	Anderson, Amanda	94,693
Abbott, Yvonne	62,343	Agullana, Melanie	114,442	Anderson, Barbara	84,844
Abelar, Ivy	59,791	Agustin, Maria Soledad	54,103	Anderson, Carolyn	98,455
Abell Thome, Cathie	83,636	Agustin, Rizalyn	92,980	Anderson, Darrell	98,155
Abello, Sandra	101,005	Ahlquist, Angela	87,226	Anderson, Elizabeth	53,982
Abera, Elsabet	67,555	Ahmadi, Milagros	118,641	Anderson, Kari	91,939
Abii Ndoh, Edith	124,240	Ahmed, Sohail	78,278	Anderson, Kendall	77,395
Abougour, Awadia	56,321	Aikman, Monica	79,420	Anderson, M. Sheila	146,841
Abram, Albert	51,735	Airir, Abdellah	114,106	Anderson, Maureen	86,697
Abrams, Murray	58,554	Akan, Joseph	91,063	Anderson, Pamela	61,335
Abrenilla, Maribel	140,537	Aker, Mitchell	63,269	Anderson, Pamela	91,063
Abrey, Karen	94,818	Akinwale, Comfort	50,478	Anderson, Sandra	72,868
Abrook, Elaine	122,602	Akunor, Constance	55,858	Anderson, Sandra	79,736
Abuan, Ruby Grace	100,507	Alarcon, Irene	106,502	Anderson, Sharon	97,585
Abuan, Wilfredo	56,504	Albanez, Jesse	104,539	Anderson, Shawn	95,058
Abudu-Adam, Eunice	111,064	Albert, Kevin	86,767	Anderson, Shelly	120,734
Achoyo, Agnes	57,259	Albert, Lori	82,688	Anderson, Tamara	88,915
Achtemichuk, Myrna	79,793	Alejandria, Hennessy	105,714	Anderson, Thomas	72,369
Ackerman, Melinda	69,913	Alejandria, Lou Anne	69,765	Anderson, Tori	72,642
Ackles, Leah	73,460	Alex, Shyji	65,873	Andes, Felina	147,203
Ackles, Sharon	58,329	Alexson, Delphine	70,316	Andres, Jean	56,023
Ada Roduta, Eileen Jean	54,657	Alfano, Beverly	133,165	Andrews, Lillian	73,357
Adair, Carol	95,633	Alfonso, Brenda	122,931	Andrews, Miesha	91,308
Adamiak, Bonnie	78,163	Ali, Chinagorom	116,409	Andrews, Murray	55,680
Adamko, Brenda	94,979	Ali, Meimuna	93,051	Andrews, Naomi	97,911
Adams, Bill	104,394	Alie, Wendy	71,436	Andrews, Tracy	83,782
Adams, Brenda	52,801	Allan, Bruce	54,398	Angeles, Ronald	526,805
Adams, Folashade	76,152	Allan, Jennifer	77,125	Angelinas, Anna	51,551
Adams, Jody	97,837	Allan, Shauna-Leigh	84,673	Antal, Jeanette	56,797
Adams, Michael	87,203	Allen, Brent	75,468	Antochow, Terri-Lyn	52,453
Adamson, Susanne	50,776	Allen, Dianne	83,703	Antoine, Lani	88,691
Adcock, Stanley	71,999	Allen, Marla	79,469	Antonio, Angela	86,447
Addison, Amy	70,100	Allison, Tawny	78,115	Anulat, Levelyn	52,197
Adebogun, Olatundun	57,038	Almacen, Mary Joy	106,419	Anweiler, Colby	53,097
Adelman, Olivia	83,786	Almassy, Nicole	80,217	Appel, Jamie	92,909
Adem, Finte	86,517	Alonzo, Ma Emelinda	57,246	Apperley, Barry	89,868
Adeyoju, Motunrayo	127,309	Alport, Lois	91,413	Apperley, Jessica	102,613
Adkins, Steve	82,806	Alspach, Rebecca	55,414	Appleby, Becky	82,666
Adolfo, Stephanie	91,977	Alston, Candace	57,926	Appleby, Carmen	67,746
Adorna, Joanne	115,094	Althouse, Leanne	80,856	Appleby, Jacquelyn	87,753
Aebig, Jovita	61,421	Altrogge, Jordan	71,363	Appleby, Shannon	68,370
Aftab, Rubina	82,050	Altwasser, Tara	77,590	Arabi, Farzaneh	52,940
Agar, Mallery	65,218	Alviola, Maria Zeena	93,792	Arao, Aurora	62,348
Agecoutay, Lena Rae	53,860	Amon, Bree	121,457	Araos, Catherine May	53,302

APPENDIX E: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Aravindanathan, Gowthaman	76,582	Badhan, Kulvinder	54,782	Bardal, Terry	109,623
Arbuthnot, Blair	65,047	Badilla, Iris Jade	99,755	Barkman, Louise	54,423
Arcena, Jeffrey	82,301	Baer, Bonnie	176,165	Barnard, Phyllis	79,563
Arcena, Maureen	75,042	Baer, Susan	115,881	Baron, Michael	102,152
Arches, Mary Ann	214,435	Bagan, Jessica	80,188	Barre, Jessica	67,015
Argue, Jocelyn	81,904	Bagnell, Jennifer	72,767	Barrett, Tami	80,709
Arklie, Chris	75,765	Baht, Ashley	95,245	Barrett, Vanessa	85,002
Armbruster, Krystal	110,391	Bailey, Garrett	70,799	Barrientos, Rosalita	65,593
Armbruster, Robert	66,561	Bailey, Nancy	57,565	Barry, Kimberly	56,258
Armstrong, Craig	92,936	Bailey, Pamela	81,472	Barschel, Gwen	50,893
Armstrong, Shawn	115,579	Baily, Karen	94,700	Barth, Carol	91,134
Arndt, Rachel	83,092	Baison, Samuel	129,701	Bartley, Chrystal	73,145
Arnold, Arleene	68,648	Baitiong, Liwliwa	92,383	Bartok, Rita	54,941
Arnott, Dena	82,750	Baiton, Susan	100,813	Bartolf, Lisa	93,789
Arrojado, Desiree	85,700	Bajo, Arnulfo	129,090	Barton, Tessa	98,856
Arscott, Susan	85,956	Bajo, Ysmael	65,624	Bartoshewski, Samantha	79,598
Arsenault, Megan	73,430	Bak, Darlene	105,011	Bartsch, Candace	84,865
Arvidson, Karl	98,502	Baker, Jamie	52,912	Baseden, Jessica	74,663
Asamoah Bediako, Matilda	95,524	Bakke, Carmen	59,330	Baseden, Margaret	88,045
Asante, Anne	73,240	Bakke, Colleen	86,871	Bashir, Saba	57,269
Asante, Ethelda	56,737	Bakke, Harmony	91,299	Basler, Alix	91,525
Asemrie, Eyeruslem	56,244	Bakken, Ashley	89,487	Bassendowski, Heather	89,413
Ash, Danielle	115,265	Bakker, Cynthia	54,312	Bassi, Manpreet	60,121
Ash, Jamie	118,092	Balaberda, Danielle	71,448	Bast, Brianna	81,943
Ash, John	132,933	Balak, Janet	104,865	Bast, Darlene	90,409
Ashman, Juliet	102,751	Balan, Elaine	53,299	Bast, James	105,103
Askin, Susan	86,257	Balas, Chalynn	76,649	Bast, Lisa	77,326
Aspra, Raelyn	83,933	Balbar, Christy	67,915	Basuel, Anna Liza	60,955
Assman, Lori	190,828	Balch, Laurie	88,344	Basuel, Neil Erwin	90,772
Ast, Brittany	50,334	Baldos, April	74,348	Batan, Jeronimo	56,690
Ast, Marie	111,465	Baldos, Evelyn	155,268	Bateman, Dorothy	95,258
Astrope, Linda	68,353	Balfour, Don	53,840	Bateman, Enid	136,058
Athwal, Jaswinder	78,582	Balius, Ken	98,915	Bater, Charolette	87,279
Atkinson, Kelly	75,904	Ball, Lisa	73,357	Batiuk, Tayne	96,352
Autet, Darrin	50,216	Ball, Ronald	102,368	Batty, Christelle	109,303
Awula, Lydia	115,557	Ballagh, Brenda	94,061	Batty, Cynthia	63,781
Ayers, Donna	51,266	Balogh, Heather	100,715	Bauck, Sarah	85,563
Ayran, Maria	88,860	Balut, Mokiin	75,698	Bauer, Casey Lee	63,739
Azcueta, Jed Joseph	129,661	Balycky, Annette	85,941	Bauer, Lena	50,230
Baade, Alyssa	71,725	Bamhour, Heather	100,906	Baumgartner, Andrea	51,854
Baars, Jodi	74,059	Banadyga, Lorraine	52,852	Baumgartner, Kathleen	98,137
Babcock, Cindy	60,294	Banbury, Josee	54,171	Bautista Hunter, Nova	53,093
Babcock, Kelly	142,367	Banbury, Kim	56,226	Bay, Rachel	83,800
Babcock, Tina	53,935	Bancescu, Shelda	85,277	Bayfield Ash, Nicola	132,933
Baber, Carla	59,994	Bandet, Glynis	61,501	Bazeley, Brandi	82,926
Babista, Carlos	68,209	Banfield, Joy	93,710	Baziuk, Heather	74,939
Babuik, Richard	56,802	Banilevic, Stefanie	79,780	Beach, Deborah	50,864
Bachelu, Brett	119,002	Bank, Britney	60,686	Beallie, Janice	54,485
Bachelu, Darren	63,602	Bank, Karen	79,121	Bean, Jennifer	105,669
Bachiu, Carol	101,686	Banks, Muriel	77,198	Bear, Colleen	61,678
Bachorick, Beverly	67,110	Bannouvong, Toulakone	84,229	Bear, Shelby	71,841
Bachynski, Nicole	62,118	Bansie, Suzanne	101,929	Bearss, Leslie	90,404
Backlin, Christina	89,600	Barabash, Yvonne	82,760	Beaton, Chelsea	79,528
Bacon, Peggy	58,064	Baran, Trevor	53,636	Beatty, Sheri	82,509
Badgley, Catherine	99,610	Baran, Vivian	116,001	Beauchesne, Elaine	91,458

APPENDIX E: PAYEE LIST

Name	Amount
Beaudin, Larissa	80,026
Beaudin, Sarah	52,881
Beaudry, Tammy	60,034
Beaurivage, Barbara	134,473
Beaurivage, Ginger	64,348
Beck, Leslie	55,209
Becker, Gail	94,556
Beckett, Kari	70,285
Beckett, Susan	63,869
Bedard, Lynann	64,021
Beer, Donna	75,750
Begg, Elizabeth	106,934
Beggs La Riviere, Gail	79,722
Beggs, Ryan	108,729
Behnke, Wanda	56,705
Behr, Glen	93,739
Behrns, Liana	71,810
Beier, Shauna	68,626
Beisel, Patricia	90,632
Beisel, Thomas	91,063
Beitel, Catherine	99,160
Beitel, Joy	119,105
Beitel, Laura	102,950
Beitel, Linda	64,029
Beka, Donna	53,037
Beka, Rachelle	92,961
Belay, Teala	77,483
Belcourt, Anita	61,031
Belisle, Lorelee	58,110
Bell, Alison	118,056
Bell, Debbie	53,761
Bell, Ellen	66,959
Bell, Kimberly	57,374
Bell, Stacey	84,829
Bell, Travis	50,217
Bella, Candace	62,221
Bellamy, Bryan	55,534
Bellavance, Gord	91,063
Bellegarde, Jennifer	92,427
Bellerose, Nicole	64,367
Bellisle, Apollo	66,332
Bellisle, Tracie	65,824
Bemis, Tanya	73,543
Bender, Connie	97,110
Benedik, Corinne	84,388
Benjoe, Janice	53,870
Bennett, Annette	50,757
Bennett, Lori	98,505
Benning, Margot	85,462
Benson, Petra	75,387
Bentz, Lori	62,451
Benz Tramer, Cara	121,933
Berard, Nathalie	72,097
Berces, Raul	65,486
Berehula, Barbara	52,781
Bereti, Kyla	53,253
Bereti, Lorilee	101,001
Bereziuk, Chantel	103,769
Berezowski, Mark	74,774
Berg, Cathy	66,538
Berg, Shauna	66,940
Bergquist, Christa	94,247
Bernakevitch, Kimberly	78,451
Bernal, Jacel Ane	99,941
Bernal, Ronald	104,894
Bernardo, Patrick	92,827
Bernath, Ashley	55,479
Bernhardt, Geraldine	99,716
Bernhardt, Sharla	55,066
Beronilla, Nora	54,148
Beros, Carla	84,712
Berriault, Susan	50,045
Berthelette, Candice	66,136
Berube, Daniel	68,365
Betker, Leslie	64,327
Beutel Fox, Bonny	100,700
Beutler, Cheryl	77,785
Beutler, Muriel	106,672
Bialobzyski, Kimberly	71,174
Biden, Jill	50,167
Bieber, Michelle	95,824
Bielecki, Julie	52,742
Bigelow, Jeannette	86,844
Bihag, Helen Rose	101,585
Bilan, Denise	81,223
Bilan, Michelle	85,319
Bilinski, Tasha	75,391
Bilinski, Valerie	52,514
Bilkey-Behrns, Phyllis	77,347
Billett, Catherine	102,077
Bilo, Maria	122,572
Bilokury, Karri	54,167
Bingham Adams, Karen	133,881
Binner, Arlene	89,390
Bir, Sonia	71,353
Biralde, Allan Jay	62,179
Bird, Marlyn	76,643
Bird, Verna	75,095
Birns, Heather	74,428
Bishoff, Jocelyn	91,063
Bittman, Crystal	82,195
Bituin, Michael Eric	104,017
Bjerland, Glorianne	106,661
Black, Darlene	57,864
Black, Donald	80,215
Black, Marilyn	101,324
Blair, Carolyn	75,672
Blair, Joanna	93,650
Blakley, Cindy	62,627
Blanco, Bruce	96,064
Blanco, Leoer Richard	111,956
Blanco, Marianne Lovely	97,640
Blaser Lindenbach, Juliann	81,113
Blayone, Eileen	55,539
Blayone, Sherie	91,063
Blelloch, Alaina	56,631
Blerot, Viviane	53,416
Block, Kalita	81,928
Blommaert, Patricia	77,773
Blumer, Jennifer	90,691
Bobetsis, Gus	94,760
Bobetsis, Logan	107,745
Bobetsis, Spero	78,175
Bobetsis, Stephanie	76,021
Bobiak, Bobbie	63,296
Bodani, Jayalaksh	430,988
Bodiroga, Ljiljana	51,290
Bodnar, Delila	76,754
Bodnar, Jody	75,748
Bodnaryk, Sharon	94,652
Boehlen, Reid	55,714
Boehm, Cheyanne	97,847
Boehm, Shanda	51,577
Boehme, Leslie	67,126
Boehmer, Mavis	84,155
Boese, Erin	128,314
Boey, Joan	109,717
Bohay, Sheila	106,373
Bohun, Stefanie	74,699
Bokamyer, Gwendolyn	54,398
Bolen, Karyn	82,008
Bolen, Yvette	89,019
Bolianatz, Josie	86,639
Bolingbroke, Tiffany	85,106
Bolt, Jennifer	114,348
Bondarchuk, Eric	122,923
Bonderoff, Hazel	90,686
Bondoc, Mavelyn	111,707
Bone, Bronwyn	81,202
Bonokoski, Jodi	96,394
Booker, Elizabeth	91,626
Booker, John	77,885
Bookout, Gaye	56,645
Booth, Lisa	54,166
Booth, Sheila	96,180
Bootleziolkowski, Kelly	56,675
Bordas, Fred	96,612
Borisko, Jennifer	74,786
Borja, Ma Elizabeth	117,036
Borkus, Coral	66,605
Borsa, Shawna	88,679
Borschowa, Kara	60,177
Boston, Kerry	79,000
Boucher, Celeste	84,776
Boucher, Scott	76,570

APPENDIX E: PAYEE LIST

Name	Amount
Boulanger, Debbie	70,287
Boulet, Nathan	73,563
Boulet, Ray	57,576
Bourassa, Kimberley	101,894
Bouvier, Shelley	61,415
Bovee, Sabrina	56,852
Bowen, Francis	420,178
Bowen, Max	77,030
Bowles, Brooke	94,384
Bowman, Lindsay	78,274
Boyachek, Michelene	111,813
Boyd, Lori	50,386
Boyd, Marion	52,608
Boyle, Alyssa	53,728
Braden, Julie	51,375
Bradford, Michelle	84,452
Brady, Ray	90,113
Braithwaite, Tamara	51,023
Brandt, Aimee	90,709
Brar, Harinder	101,253
Brar, Shabnampreet	80,621
Bratkoski, Lisa	83,074
Bratushesky, Shelley	51,850
Braun, Dona	104,725
Braun, Jacquelin	167,088
Brears, Jenna	75,612
Bregenser, Heather	85,563
Brehaut, Jennifer	85,982
Breitkreuz, Megan	62,019
Brenzil, Marlene	79,100
Bresciani, Allison	86,715
Brewer, Lisa	68,504
Brian, Daniel	82,366
Bridger, Lisa	55,335
Briere, Bonnie	105,559
Briere, Celeste	109,347
Briere, Chelsey	51,649
Brighton, Erin	64,200
Brin, Jolyn	83,624
Brisbois, Elva	104,443
Bristol, Ken	102,579
Brito, Jose	51,445
Britt, Christina	91,248
Brittner, Natalie	65,757
Britton, Debra	63,995
Britton, Jeannette	56,141
Britton, Karen	81,839
Britz, Jenny	73,068
Broadfoot, Blair	104,992
Brochu, Angela	77,645
Brochu, Mark	95,167
Brockman, Anita	92,547
Brockman, Shannon	82,051
Brodersen, Stephanie	93,540
Brodt, Jody	77,837
Brolund, Roxanne	74,357
Brolund, Trudy	74,929
Bromm, Jennifer	62,674
Brooks, Denise	110,869
Brooks, Sarah	67,021
Brooks, Tracy	54,442
Brookshire, Michael	66,166
Brossart, Cory	94,939
Brossart, Sarah	51,892
Brotzel, Susan	77,090
Broughton, Marlene	85,446
Brown, Alison	81,187
Brown, Amelia	61,361
Brown, Brenda	58,102
Brown, Chelsea	63,759
Brown, Julie	54,357
Brown, Ramona	75,767
Brown, Shauna	73,827
Brown, Shelby	67,458
Brubacher, Mary	117,373
Bruce, Marissa	79,406
Brule, Darla	54,005
Bryant, Lenore	106,969
Brydon, Daniel	86,401
Bryson, Genevieve	124,362
Buan, Anneth	76,597
Buchan, Nancy	101,366
Buchanan, Linda	106,305
Buchholz, Marc	138,074
Buck, Curtis	60,542
Buckingham, Kimberlee	87,983
Buckoski, Mary	87,529
Budd, Hazel	50,773
Budd, Megan	77,954
Buddecke, Judith	100,204
Bueckert, Devin	100,237
Buemio Campbell, Cecilia	144,727
Buen, Caroline	113,854
Buenavista, Proserphina	92,914
Buenavista, Rosemarie	96,865
Buendia, Johanna	119,775
Bueno, Janet	99,332
Bueno, Kathlene	101,819
Buergel, Robyn	77,123
Bugoy, Kristyn	110,051
Bugoy, Sarah	73,662
Bugyi, Shari	90,911
Buhler, Tracy	94,271
Bulka, Tiffany	91,083
Bundus, Kareen	56,784
Bunker, Johnathan	101,436
Bunsay Gotoc, Maria Teresa	54,689
Bunsay, Reynald	57,701
Burak, Leanne	91,727
Burant, Colette	107,289
Burant, Denise	59,485
Burant, Rodney	94,092
Burchi, Melissa	54,913
Burechailo, Della	68,902
Burgess, Susan	99,411
Burkitt, Shannon	180,359
Burla, Tamara	130,450
Burnay Vaags, Gisele	86,107
Burnett, James	74,746
Burns, Michele	76,828
Burns, Sarah	90,689
Burns, Vanessa	60,758
Burton, Amanda	96,838
Burton, Teralee	114,193
Burym, Kassandra	61,094
Burym, Roxane	77,608
Busby, Camille	75,136
Busch, Delanna	88,256
Busch, Lynne	90,484
Busse, Alison	76,653
Butalid, Ivy	69,381
Butler, Breanna	90,181
Butler, Karen	102,499
Butler-Ryan, Lindsay	91,051
Butz, Colleen	57,510
Butz, Dawn	82,276
Butzelaar, Zoe	83,175
Buzash, Candace	102,086
Buzash, Robert	92,688
Buzila, Dora	112,952
Byblow, Crishella	55,387
Byers, Christopher	60,819
Byrne, Victoria	57,382
Bzdel, Sarah	50,838
Cabacungan Ecim, Clarina	110,499
Cabigon, Enrico	432,026
Cabilitasan, Carol	67,708
Caburao, Crystal	92,092
Caburao, Olivia	131,317
Cabylis, Angela	72,642
Cain, William	93,643
Cairns, Lisa	104,933
Caladiao, Cherissa	92,842
Calamba, Amparo	142,600
Calcraft, Susan	104,558
Calder, Dawn	169,499
Caleval, Robert	78,570
Calhoon, Brittany	83,347
Calhoon, Mae	115,186
Calibjo Cruz, Chyrel	69,455
Calland, Bree	85,637
Callum, Marilyn	92,318
Camara, Clorinda	53,824
Camba, Anicia	72,527
Camero, Roxanne Pearl	63,618

APPENDIX E: PAYEE LIST

Name	Amount
Cameron, Bonnie	101,664
Cameron, Faith	101,249
Cameron, Jay	72,158
Cameron, Katherine	93,795
Cameron, Pamela	85,781
Cameron, Tina	110,245
Camins, Jacy	113,086
Camins-Olmstead, Jocelyn	92,722
Campbell, Alison	58,804
Campbell, Brad	52,807
Campbell, Brenda	82,050
Campbell, Gordon	77,893
Campbell, Jessica	84,547
Campbell, Lisa	72,703
Campbell, Tina	73,636
Campbell, Tyler	84,165
Canales, Moises	50,853
Canham, Krista	67,483
Cannon, Brianne	71,535
Cannon, Cheryl	52,299
Cano, Laura	95,005
Cant, Katherine	66,708
Cantrell, Amelia	69,218
Caplette, Rhonda	52,154
Caragata, Cindy	91,429
Carasig, Daisy	107,447
Cardwell, Kenneth	90,542
Cargill, Brad	94,863
Carino, Dondi	54,893
Carino, Jobelle	53,258
Carlson, Amy	61,077
Carlson, Andrea	55,167
Carlson, Anita	55,169
Carlson, Cheryl	93,187
Carlson, Ed	76,647
Carlson, Jerrilyn	73,210
Carlson, Lorri Ann	153,499
Carlson, Maria	97,896
Carlson, Stephanie	117,109
Carlson, Teresa	165,779
Carman, Chris	72,235
Carman, Shelan	53,613
Caro, Imelda	52,125
Caro, Josephine	88,435
Carpenter, Colbi	77,961
Carr, Gary	71,633
Carr, James	81,439
Carr, Lee Ann	90,714
Carr, Lisa	81,840
Carr, Michelle	86,848
Carrell, Dawna	93,091
Carreon, Jeniffer	95,550
Carriere, Marilyne	52,832
Carroll, Kathy	70,821
Carson, George	285,884
Carson, Ramona	81,425
Carson, Sara	77,232
Carter, Caitlin	66,165
Carter, Crista	82,051
Carter, Lerissa	79,941
Carteri Bitz, Francesca	91,170
Carton, Dayna	76,458
Carton, Susan	101,306
Cartwright, Colleen	83,582
Carubio, Ruth	115,357
Carvell, Leona	94,323
Case, Victoria	94,225
Casemore, Chris	101,379
Casemore, Janel	113,636
Cash, Kathy	57,003
Cassano, Ashley	63,872
Castillo, Emma	59,363
Castillo, Raquel	111,240
Caufield, Lana	87,627
Cavan, Janine	84,002
Cave, Christopher	95,177
Cavers, Stephanie	118,092
Cayabyab, Almerante	127,418
Cayari, Necita	98,808
Cazakoff, Jaime	88,408
Cazakoff, Sharon	104,841
Cerato, Janice	70,317
Cerato, Jeff	55,271
Ceredon, Henelyn	50,243
Chabot Baker, Jeanne	76,646
Chakua, Emily	95,954
Chalupiak, Carmen	51,157
Chamberlin, Lindsay	82,413
Chamberlin, Lisa	112,569
Chambers, Holly	88,601
Chamney, Hali	106,456
Chan, Michael	75,134
Chan, Samdaye	84,719
Chapman, Brenda	108,754
Chapple, Alan	153,499
Chard, Erin	92,837
Chard, Stephen	86,662
Charette, Brenda	84,134
Charles, Jennifer	73,685
Chartier, Lanaya	99,548
Chase, Kathleen	53,119
Chase, Wayne	67,785
Chasse, Bonnie	56,466
Chaykowski, Jaclyn	53,361
Chaykowski, Kim	70,784
Checa, Aleenor	72,775
Checkley, Brian	56,562
Cheema, Hassan	51,927
Chemplaylitom, Sainamol	57,966
Chen, Shan	114,439
Cherepuschak, Shaylynne	57,739
Chernick, Christina	88,147
Chernoff, Amy	82,066
Cherry, Jessica	72,150
Cherwinski, Jennifer	67,835
Chesters, Patricia	91,224
Chestney, Sherry	77,669
Chevalier, William	76,561
Chevrier, Karen	86,575
Chew, Foong	75,439
Chhokar, Bhawarjit	81,846
Chicoose, Delmar	64,516
Chicoose, Joylynn	62,484
Chiddenton, Terri	99,383
Chilufya, Derick	82,801
Ching, Nancy	96,268
Chipurda, Romana	55,848
Chisholm, Joanna	94,603
Chomyn, Terry	104,394
Chorney, Peggy	64,426
Chow, Arnold	83,849
Chowdhury, Ashraful	66,108
Chrispin, Victoria	77,535
Christensen, Tamara	105,845
Christoph, Valerie	64,100
Christopherson, Catherine	83,905
Christopherson, Clifton	72,683
Christopherson, Kim	83,693
Chrusch, Wendy	295,849
Church, Patricia	86,505
Churchman, Carol	124,522
Churko, Donna	112,902
Chursinoff, Charlene	69,540
Cibart, Janice	98,047
Cielo, Aida	113,054
Ciortan Schurko, Sharon	55,499
Clamor, Corazon	85,433
Clark Downton, Cynthia	61,930
Clark Musschoot, Melissa	97,110
Clark, Jamie	107,808
Clark, Larry	92,824
Clark, Lesley	67,535
Clarke, Charlene	68,794
Clarke, Janelle	66,692
Clarke, Renee	82,136
Clarke, Sheryl	98,641
Clarke, Tina	58,019
Clarke, Yvonne	60,953
Clarkson, Tracy	105,351
Classen, Michelle	67,634
Claude, Robyn	78,353
Clauson, Kristin	71,050
Claveria, Neresa	89,913
Clay, Adeline	107,127
Clay, Jack	58,206

APPENDIX E: PAYEE LIST

Name	Amount
Claypool, Shannon	62,111
Cleggett, Janet	65,000
Clelland, Dana Lu	79,122
Clement, Loreen	99,790
Clemmensen, Jolene	82,238
Cleniuk, Kyla	53,385
Clews, Krystal	111,902
Cloutier, Andrea	71,173
Clow, William	55,496
Coakwell, Tara	57,201
Coates, Anna	105,672
Coates, Nancy	128,975
Coates, Rosemary	78,707
Coates, Sandra	55,130
Cobbledick, Bev	76,337
Coburn, Ronald	87,007
Cochrane, Shelley	84,759
Code, Barbara	95,058
Coderre, Haley	75,363
Coderre, Terri	76,544
Cody, Kim	60,622
Cole Sebastian, Valerie	76,303
Cole, Kendra	96,561
Coles, Kathie	91,040
Collins, David	91,063
Collins, Trudy	52,314
Comfort, Patricia	53,438
Comrie, Kim	83,842
Concha, Trecerio Marco	79,865
Condino, Michael	65,304
Connelly, Raynell	62,897
Conrad, Marcie	74,761
Constantino, Cheerie Nea	70,429
Constantino, Eleonor	112,437
Contreras, Gisela	59,306
Conway, Saralyn	78,913
Cook, Andrea	102,480
Cook, Desiree	81,610
Cook, Laurie	56,829
Cook, Stephanie	118,878
Cooke, Ashlyn	78,901
Cookson, Janet	50,915
Coomaran, Vettivelu	76,769
Coombs, Leann	73,170
Cooney, Duddow	103,823
Coons, Pamela	98,128
Coons, Stephanie	71,147
Cooper, Christina	88,329
Cooper, Daniel	93,026
Cooper, Deseri	51,517
Cooper, Lisa	55,189
Cooper, Lucinda	55,604
Cooper, Ronald	96,807
Copeland, Shannon	75,617
Cordero, Maria Theresa	62,948
Corley, Stacy	71,289
Coronia, Yolanda	92,949
Cortes Santos, Karen Mae	118,489
Cortes, Stacey	87,812
Coruzzi, Deanna	76,112
Cossette, Marlee	105,436
Costache, Nicole	58,538
Costley, Carmen	80,120
Cote, Shannon	57,357
Coulson, Carla	52,514
Coulter, Bill	79,682
Coulter, Cindy	67,182
Coulthard, Margaret	74,521
Coulthard, Maureen	55,510
Counios Gane, Aikaterina	89,163
Courtney, Jacci	67,135
Coutts, Leah	77,817
Covert Ruttenber, Laurie	71,180
Cowan, Jessica	77,368
Cowan, Shannon	85,610
Cozman, Shelley	52,917
Craig, Angeline	87,561
Craig, Dawn	89,521
Craig, Georgina	81,279
Craig, Joseph	54,921
Cramm, Marlene	74,773
Craven, Valorie	71,885
Crawford, Judy	78,526
Crawford, Kathleen	69,675
Crawford, Miranda	55,236
Creightney, Maxine	57,228
Crerar, Alexandra	65,559
Creurer, Jeanne	75,939
Crittenden, Shirley	94,100
Crookshanks, Carolyn	55,691
Cross, Bryan	104,841
Cross, Claudia	91,745
Cross, Treena	91,063
Crossley, Laurie	70,030
Crosson, Adam	55,130
Crowe, Nanciann	83,335
Crowley, Kate	74,416
Crozier, Margaret	55,246
Crump, Irene	52,984
Cruz Paraiso, Myrna	63,016
Cruz, Christine	61,264
Cruz, Jennipher	98,118
Cruzpero, Jaymayl	50,904
Csoke, Tricia	95,768
Csudom, John	71,981
Cuello, Alex	53,413
Cuevas, Maria	55,137
Culham, Sherry	89,887
Culig Dalziel, Jasmin	83,808
Culig, Ernesto	92,483
Culig, Glory	106,896
Cullen, John Paul	153,499
Cullen, Stacy	56,028
Culling, Carla	97,065
Cullins, Joan	53,319
Currie Noble, Jill	80,047
Currie, Linda	61,265
Currie, Lisa	59,327
Currie, Lynne	152,378
Currie, Nicolle	126,778
Curry, Glenna	118,140
Cursons, Sara	68,488
Curtis, Danielle	50,033
Curtis, Deborah	115,769
Curtis, Rob	81,088
Curts, Ashley	90,999
Curts, Jacqueline	72,645
Cushway, Danae	72,484
Cuthbertson, Lindsey	90,069
Cwynar, Chris	93,955
Cyr, Nicole	95,900
Cyr, Tammy	72,922
Czerwonka, Betty Ann	50,033
Daaza, Rosemary	95,326
Dabao, Cherrylyn	98,746
Dabao, Shevie Ann	92,868
Dacog, Aiza	55,211
Dahlgren, Lori	80,833
Daibu, Takasuke	66,137
Dakiniewich, Lori	81,439
Daku, Bonnie	85,856
Dale, Rheanna	83,535
Dallaire, Danielle	93,388
Dally, Katherine	114,312
D'Almeida, Donna	97,333
Dalrymple, Lindsay	74,363
Dalrymple, Megan	70,718
Dalton, Matthew	50,101
Daly, Jason	83,626
Dancsok, Marie	51,846
Daniar, Katie	78,368
Daniels, Michelle	93,193
Danielson, Carla	81,120
Danoog, Cecilia	59,999
Danylczuk, Mike	83,869
Danyliw, Brian	120,218
Danyliw, Carol	63,572
Dappay, Carina	124,584
Daradich, Byron	70,766
Daradich, Tracey	54,157
Darjes, Paulette	51,300
Dauncey, Jennifer	126,182
Dauphinais, Cori	80,519
Davalos, Pablo	76,709
Dave, Shiv	82,787

APPENDIX E: PAYEE LIST

Name	Amount
Davidowich, Lorrie	132,933
Davidson, Cathy	95,756
Davidson, Patricia	50,007
Davidson, Vivian	145,272
Davis, Jeffery	72,898
Davis, Lewin	50,412
Davis, Nora	73,614
Davis, Ryan	57,060
Davis, Tennille	59,023
Dawson, Barbara	57,001
Dawson, Isiah	81,659
Dawson, Lorna	93,800
Day, Christine	103,250
Day, Edward	98,916
Dayne, Jacquelen	122,448
De Brusk, Valerie	53,320
De Castro, Sienna Angeli	118,783
De Hoop, Karleen	54,314
De Jong, Shauna	65,154
De La Cruz, Vincent	147,102
De La Rosa, Jocelyn	56,064
De Los Reyes, Sonia	174,852
Deacon, Ashley	63,153
Dean, Erlinda	71,852
Dean, Kathy	57,872
Dean, Teresa	61,857
Dean, Valerie	63,130
Debesai, Michael	56,268
Deck, Gordon	72,451
Deck, Heather	52,534
Deck, Melinda	99,392
Decorby, Bonny	70,335
Decosmo, Carla	86,507
Dedekker, Leanne	51,425
Deets, Barbara	97,452
Defelipe, Erna	50,622
Defelipe, Richel	70,127
Degenstein, Debra	50,563
Degroot, Julie	68,926
Dehmke, Cheryl	77,728
Deis, Patti	94,183
Deiter, Robert	55,336
Dejaegher, Kali	67,405
Dejong, Jane	50,958
Del Mar, Katrina	64,605
Dela Cruz, Nilo	124,312
Delaforest, Irene	58,681
Delainey, Linda	91,486
Delaney, Rosanna	72,141
Delorme, Ivy	60,190
Delorme, Marvin	69,077
Delos Santos, Maria Sheila	53,308
Delsnider, Allison	82,282
Demeray, Amy	81,071
Demeria, Anne	101,261
Demerse, Vicki	82,051
Deminchuk, Kimberley	81,462
Dempsey, Charlene	74,391
Demyen, Alisha	63,759
Deneve Brockett, Daniel	75,348
Deneve, Candace	54,344
Denham, Jocelyn	55,463
Denham, Terence	71,549
Denton, Jennifer	54,343
Dentremont, Andre	89,579
Deogaygay, Janice	93,885
Depeel, Whitney	95,595
Der, Sherman	50,286
Derbyshire, Karrie	102,082
Deregowski, Andrea	59,487
Deren, Mary	66,057
Derksen, Caroline	95,539
Derow, Melissa	90,680
Descottes, Tasha	79,599
Deshaies, Janelle	54,046
Desjardins, Annette	94,259
Desjarlais, Elise	86,775
Desjarlais, Tyler	75,199
Desnomie, Harry	99,437
Desorcy, Danielle	94,878
Despins, Gregory	53,841
Desrochers, Miranda	99,208
Desrosiers, Bernard	81,549
Desrosiers, Evelyn	52,441
Detiquez, Ronaldo	119,176
Deutsch, Lesley	70,374
Devine, Jenna	56,145
Devreese, Kayla	96,560
Dew, Cheryl	107,263
Dewald, Connie	105,833
Dewar, Keith	384,630
Dewar, Kimberly	73,698
Deydey, Kimmberly	91,153
Dhaliwal, Harpreet	60,738
Dhaliwal, Mohinder	74,934
Dhaliwal, Pushpinder	60,235
Dhami, Sukhdeep	79,223
Dhesi, Sarbjit	57,743
Dhillon, Kam	148,580
Dhillon, Naaznit	67,045
Di Paolo, Giustina	87,553
Di Paolo, Leila	83,406
Dickie, Crystal	82,356
Dickie, Kim	73,777
Dickie, Stephen	93,223
Dickin, Tamara	96,764
Dickson, Diane	50,704
Dickson, Karen	109,260
Dielschneider, Lori	86,559
Dielschnieder, Lynne	66,431
Diener, Tania	314,442
Diestro-Limboy, Madeline	127,134
Diewold, Lisa	76,060
Diewold, Shauna	80,789
Diloha, George	56,209
Dima, Anda	91,040
Dimaano, Maria Analiza	95,761
Dimond, Jory	93,818
Dinh, Tham	65,852
Dioquino, Raiza	68,296
Dix, Vanessa	82,578
Dixon, Dawn	50,884
Dixon, Lana	75,683
Dixon, Laura	57,625
Dixon, Wendy	103,284
Dizon, Emmanuel	105,657
Dizy, Danielle	70,260
Dizy, Jacquelin	112,890
Dmyterko, Myles	85,502
Dmyterko, Nicholas	56,789
Dmyterko, Sylvia	101,009
Dmytriw, Pamela	104,841
Doan, Pamela	75,748
Dobra, Sandra	81,304
Dobranski, Bonnie	66,155
Dobson, Beverley	65,089
Dockendorff, Teresa	61,404
Doerksen, Korin	65,180
Doerksen, Norma	73,931
Dohms, Timothy	54,284
Dolha, Lloyd	95,261
Dolor, Jacqueline	94,984
Dominey, Jenifer	65,894
Domingo, Conie	63,893
Domingo, Francis	79,248
Domingo, Stephanie Ann	51,435
Domokos, Jessica	81,583
Donald, Angela	103,788
Donald, Heather	91,063
Donaldson, Tanya	55,234
Dong, Cindy	82,051
Donison, Jennifer	50,713
Donison, Milena	94,948
Donnelly, Edna	53,435
Donnelly, Jo Anne	100,024
Donnelly, Mellissa	104,630
Donst, Lesley	87,475
Dore, Brie	87,389
Dore, Pauline	103,207
Dornstauder, Kenneth	57,919
Dorsch, Meghan	95,624
Dos Santos, Randy	53,288
Dosdall, Cheryl	103,055
Doucette, Danielle	85,959
Doughty, Patricia	55,391

APPENDIX E: PAYEE LIST

Name	Amount
Douglas, Adrienne	62,955
Douglas, Alyssa	71,660
Doutkevitch, Irena	62,662
Downes, Melessa	55,890
Downey, Scott	62,850
Downton, Michelle	102,195
Drackett, Nancy	60,176
Dragan, Nicole	96,144
Drake, Peggy	91,063
Drebnicki, Nestor	50,980
Dreger, Nicole	97,590
Dreher, Annemarie	81,089
Dreher, Julie	87,159
Dribnenki, Carolyn	89,207
Droder, Danielle	104,081
Drummelsmith, Jean	56,341
Drummond, James	127,023
Drysdale, Owen	59,219
Dubey, Gaurav	86,178
Dublanica, Tricia	71,403
Dubois, Brenda	81,331
Duchak, Catherine	51,863
Ducharmie, Tricia	72,817
Duff, Afton	93,898
Duffield, Jana	78,642
Dufour-Contreras, Marina	55,528
Dugal, Amber	95,019
Dujardin, Cheri	50,864
Duke, Cheryl	93,366
Duke, Meghan	92,210
Dulong, Ivy	55,290
Dumas, Denita	124,543
Dumont, Edgar	62,803
Dumont, Kelsey	52,732
Dumont, Loreen	66,846
Dumont, Zachary	106,325
Duncan, Jacqueline	69,904
Duncan, Shannon	78,294
Duncan, Tessa	97,515
Dunfield, Vera	112,944
Dunford, Lynette	94,152
Dungca, Nova	165,807
Dunkeld, Diedre	81,194
Dunlop, Kim	112,205
Dunn, Laurie	56,312
Dunn, Sheryl	52,480
Dunphy, Corry	75,273
Dunville, Deanna	117,245
Dunville, Nicole	98,264
Dunville, Wanda	56,142
Duong, Tu	100,281
Duperreault, Paul	50,938
Dupont, Donna	76,456
Dupont, Heidi	75,304
Dupperon, Scott	57,103
Durack, Leanne	57,753
Duran, Randeen	53,523
Durand Ray, Nanette	50,644
Dureau, Crystal	84,772
Dureault, Gloria	61,066
Dussion, Misty-Dawn	78,271
Dusterbeck Colhoun, Tammy	107,043
Dutchak, Andrea	82,247
Dutchak, Kristin	163,829
Dvernichuk, Ranel	71,554
Dwyer, Ashley	72,210
Dyck, Darla	74,382
Dyer, Deborah	74,240
Dyke, Pamela	105,847
Dzuba, Mandi	59,325
Ealey, Dianne	57,262
Earle, Kimberley	70,604
Earnshaw, Karen	237,485
Earnshaw, Theresa	92,680
East, Lori	63,269
Easton, Amy	80,385
Eastuke, Louisa	51,217
Ebbett, Heather	62,727
Eberle, Allison	76,621
Eberle, Eileen	59,872
Eberle, Janet	75,098
Eberle, Mandy	65,787
Eberlein, Shanti	80,499
Eberts, Tanya	55,113
Eckert, Katie	89,298
Ecklund, Nicole	58,057
Edgar Cozine, Shelly	141,344
Edge, Linda	116,757
Edgerton, Jordan	88,626
Edmands, Carol	79,121
Edmands, Jeff	100,415
Edmands, Laura	77,683
Edwards, Colleen	117,351
Edwards, Gerald	53,015
Edwards, Joanne	89,624
Edwards, Kristopher	60,692
Edwards, Laura	54,611
Edwards, Terry	82,051
Egeto, Kyle	93,643
Egland, Joy	51,777
Ehman, Breanne	54,468
Ehrlich, Victoria	116,863
Ehrmantraut, Donald	132,933
Eichhorst, Helga	95,525
Eisenzimmer, Kathryn	64,477
Eisnor, Brendan	80,989
Ekdahl Johnston, Allison	73,279
Eklund, Kayla	84,041
Elash, Alexander	51,276
Eley, Maureen	78,736
Eliason, Jennifer	84,580
Elkew, Jada	80,854
Ell, Grettalynn	153,499
Ell, Sandra	93,040
Ell, Tawndra	50,864
Elliott, Brenna	76,115
Elliott, Heather	98,083
Ellis, Carla	95,698
Ellis, Sharon	75,847
Ellis, Tracey	105,358
Ellis, Yvonne	60,839
Elpa, Maria Else	65,081
Elton, Candice	92,033
Eluwa, Uche	63,091
Emeka-Okere, Elizabeth	82,077
Emery, Alison	80,277
Emmatty Jose, Manoj Kum	64,224
Engel, Keith	73,460
Engel, Linda	114,997
Engel, Patricia	125,789
Engele, Carla	95,261
Engele, Kathleen	106,973
Engen, Katherine	128,486
English, Darcy	93,822
English, Toby Kay	56,552
Englund, Judy	51,762
Enmark, Sherry	124,249
Enns, Adine	69,055
Enriquez, Rex	53,524
Ens, Cindy	81,815
Entner, Darren	88,588
Entz, Teresa	72,723
Erbach, Shelley	75,221
Erhardt, Ashly	98,293
Erhardt, Jolene	81,521
Erick, Brenda	55,038
Erickson, Jennifer	104,575
Erickson, Judith	77,950
Erickson, Morgan	64,377
Erickson, Sarah	105,503
Eritz, Heather	52,337
Erixon, Lindsey	77,933
Ermel, Erin	50,468
Ermel, Lexi	53,796
Ermel, Rebecca	114,013
Eros, Hazel	81,000
Esch, Suzanne	58,101
Escott, Susan	106,163
Esguerra, Arnold	110,041
Espenell, Gaye	89,189
Espinosa, Eilene Mae	97,357
Essien, Benjamin	77,629
Essien, Delasi	50,991
Estioco, Joseph	96,453
Eugenio, Thea Myra	74,225

APPENDIX E: PAYEE LIST

Name	Amount
Euraoba, Cecilia	80,076
Euraoba, Daryl Marie	88,311
Euraoba, Misael	54,500
Euraoba, Valeria	53,577
Euteneier, Sandra	157,028
Eva, Maureen	80,542
Eva, Wilda	62,450
Evans, Donna	55,108
Evans, Julia	70,328
Evans, Leah	88,416
Ewart, Amy	73,247
Ewart, Brian	66,640
Exner, Brittany	66,576
Faal, Darla	70,716
Fadare, Deborah	146,016
Fader, Kristine	66,795
Fahlman, Joann	65,544
Faires, Meredith	88,922
Falana, Ayorinde	77,450
Falconer, Jacey	75,145
Falk, Lisa	82,076
Fallaria, Lani	56,785
Famador, Perlita	110,995
Famulak, Jackie	100,504
Farkas, Lynnmarie	77,843
Farmer, Carol	73,661
Farn, Ann	51,350
Farnell, Sheila	71,107
Farnell, Trina	50,819
Farrell, Grace	92,257
Farrow, Jillian	98,557
Fauchon, Michelle	94,660
Fawcett Kennett, Jacqui	113,033
Fawcett, Tracy	52,386
Fay, Christopher	75,593
Fay, Michael	78,430
Faye, Carmin	60,013
Faye, Rachel	92,784
Fazakas, Miranda	71,575
Fedec, Jacquline	100,262
Federko, Marion	75,277
Fehr, Wendy	99,237
Feil, Shauna	90,598
Felix, Rebecca	80,679
Fetskie, Angela	89,104
Fennell, Susan	56,441
Ferguson, Janet	95,199
Ferguson, Sheila	112,618
Fesciuc, Jennifer	96,855
Fesciuc, Kimberley	91,027
Feser, Janice	85,348
Fesser, Renee	78,076
Fetalino, Mark Anthony	107,329
Fetch, Krista	50,864
Fetter, Katherine	105,805
Fichter, Kim	73,357
Fichter, Loralee	68,444
Fidierchuk, Jana	72,739
Fidler, Bozena	58,800
Field, Cathy	76,913
Field, Susan	92,321
Fieldgate, Michael	51,275
Filippi, Crystal	87,923
Filippi, Shelly	95,600
Fillmore, Karen	66,472
Finch, Jodi Lin	53,751
Findlay, Cyndy	85,075
Findlay, Jennifer	95,325
Findlay, Ronalee	57,977
Findura, Katarzyna	72,538
Fingas, Gloria	90,680
Fink, Barbara	82,051
Fink, Carla	83,556
Fink, Sonya	53,207
Fink, Wendy	87,007
Fiorante, Connie	102,195
Fischer, Chandra	72,530
Fischer, Kyle	72,074
Fischer, William	93,003
Fiset Brezinski, Gisele	106,641
Fisher Phillips, Heidi	91,063
Fisher, Danielle	79,347
Fisher, Lea	58,987
Fisher, Monique	144,804
Fishley, Melissa	60,611
Fitzgerald, Jean	100,000
Fitzgerald, Jeremiah	71,794
Fitzsimmons, Donald	70,658
Fizzard, Andrea	81,564
Fizzard, Sheldon	76,109
Fleece, Jason	81,875
Fleischman, Chuck	66,358
Fleming, Gina	79,986
Fleming, Shalon	74,573
Flengeris, Helen	81,161
Fletcher, Rhonda	81,171
Flood, Ramona	91,807
Florek, Leanna	93,207
Focht, Robin	93,770
Foley, Jodi	102,195
Folgering, Ilsa	54,545
Folgering, Tina	80,775
Folk, Maria	94,505
Folk, Ronald	103,339
Folk, Tammy	55,976
Foote, Kristin	71,881
Forbes, Heather	102,599
Forer, Lindsey	101,375
Forman, Sheila	102,086
Fornwald, Amanda	77,168
Fornwald, Elizabeth	75,528
Forrest, Melissa	79,768
Forsberg, Jaclyn	55,753
Forsberg, Lisa	73,590
Forsberg, Peggy	86,022
Forshner, Ruby	94,535
Forster, Melinda	62,856
Forsythe, David	55,479
Fortin, Denise	61,839
Foster, Christopher	60,639
Foster, Monica	87,648
Foster, Stephen	86,046
Foulston, Alicia	74,477
Fourlas, Karlee	70,130
Fox Tittle, Julianne	67,759
Fox, Colleen	66,695
Fox, Marina	63,859
Francis, Dev	105,174
Francis, Karen	70,688
Francisco, Jane	103,813
Francisco, Lucila	90,499
Frank, Alyssa	76,885
Frank, Denice	50,669
Frank, Leah	81,971
Franko, Kelly	69,954
Frape, Angela	50,186
Fraser, Bart	73,483
Frass, Connie	147,215
Fraynak, Joanne	99,806
Fredlund, Jennifer	86,071
Fredlund, Tammy	76,997
Freeman, Joanne	141,750
Freeman, Karol	78,668
Freiheit, Karen	120,715
Fremont, Catherine	57,461
French, Karen	52,812
Frew, Nadiya	69,242
Frier, Debbie	92,963
Friesen, Della	92,923
Friesen, Gregory	81,797
Frisko, Jacquelyn	54,027
Fritz, Lola	85,918
Froehlich, Jason	122,299
Froh, Lori	83,570
Frohlich, Christine	95,189
Frohlick, Jill	54,311
From, Sandra	96,218
Fromm, Linda	59,449
Frostad, Kathryn	52,000
Fry, Brenda	85,074
Fry, Margaret	60,950
Fry, Stacy	53,923
Fuchs, Dennaye	99,345
Fuchs, Dwayne	56,843
Fuchs, Stacy	91,098

APPENDIX E: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Fuerte, Jaemie Rae	107,863	Geiger, Natasha	58,062	Gillies, Tracy	58,707
Fuhro, Heather	98,569	Geis, Kristina	88,757	Gilliss, Sarah	80,772
Funk, Tara Lee	109,551	Gelowitz, Denise	116,540	Gimeno, Honeyleth	102,093
Funke, Annamarie	95,679	Gelsanao, Keith	80,440	Gimoro, Milagros	53,710
Funke, Sarah	64,360	Gementiza-Crooc, Mariel	105,532	Giroux, Kristin	76,060
Furman Pelzer, Susan	97,243	Gempesaw, Brian	72,208	Giroux, Robin	73,023
Gabel, Grant	97,910	Genoves, Gilma	77,803	Giroux, Tanya	79,076
Gabel, Leslie	108,410	Genoves, Wilbert	105,552	Glabus, Shelley	70,188
Gabion, Vance	79,050	Gentles, Shirley	90,838	Glas, Lindsay	64,199
Gabora, Balynda	91,451	George, Alexa	89,495	Glas, Shannon	87,346
Gaboury, Adele	73,113	George, Tricia	82,546	Glasser, Carol	93,107
Gabriel, Alice	82,663	Gerard, Mary	60,096	Glasser, Monica	64,166
Gabriel, Melissa	108,165	Gerber, Victoria	104,624	Glettler, Marlene	79,511
Gabriel, Robyn	76,850	Gerbrandt, Shelley	85,081	Glines, Gail	64,925
Gabriel, Tayla	53,530	Gerein, Ruth	85,683	Globa, Maryann	64,268
Gackle, Patricia	104,391	Gerhardt, Brenda	73,357	Gmerek, Renita	106,073
Gadica, Sandra	82,402	Gerhardt, Theresa	84,659	Go, Arlyn	76,907
Galger, Colleen	73,356	Germaine, Sandra	95,970	Godenir, Leah	55,560
Gallagher, Roxanne	67,979	Gervais, Kelly	58,082	Godfrey Wall, Crystal	58,125
Gallagher, Shauna	60,940	Gessell, Mickey	114,111	Goebel, Dolly	50,873
Gallais, Leandre	86,932	Gessner, Dusten	83,498	Goebel, Ginette	51,818
Gallais, Nicole	71,251	Gettis, Jennifer	70,775	Goebel, Wendy	63,418
Gallenger, Kimberly	68,099	Gettle, Peggy	78,688	Gogal, Lorna	70,724
Galloway, Sheldon	55,503	Getz, Alice	88,325	Gogal, Shannon	87,684
Gammel, Connie	56,480	Getz, Bradley	58,142	Gokavi, Christina	85,683
Gammel, Leanne	77,604	Giannetta, Toni	99,179	Golbar, Muzeyyen	50,313
Gan, Xiao Juan	64,143	Giannini, Rita	53,653	Gold, Heather	63,370
Gane, Jaclyn	73,325	Giannini, Savanna	100,454	Goldfinch Dube, Carmen	102,537
Gansinh, Amandeep	94,481	Gianoli, Patricia	56,708	Golding Guest, Leanne	70,803
Garchinski, Lori	150,461	Gibbons, Jenny	74,355	Golez, Airah	70,298
Garcia, Catherine	94,542	Gibbons, Katherine	96,631	Gonzales, Marlon	114,145
Garcia, Janelle	58,615	Gibbs, Christina	83,168	Goodrich, Leslie	54,756
Gardikiotis, Tracy	86,787	Gibney Hawerbier, Nicole	69,727	Goodtrack, Jacquelin	69,480
Gardiner, Earl	89,831	Gibney, Kim	59,638	Goodwin, Jessica	75,862
Garnsey, Nicole	86,231	Gibson, Ashley	60,361	Gordon, Erica	67,680
Garratt, Nancy	94,395	Gibson, Cathy	71,976	Gordon, Lindsay	92,009
Garratt, Sharon	157,146	Gibson, David	82,544	Gordon, Lorelei	54,732
Garstin, Connie	91,813	Gibson, Jeff	116,405	Gordon, Robert	113,099
Gartner, Rhonda	50,436	Gibson, Lynann	72,014	Gorectke, Kathryn	66,162
Garven, Terri	94,436	Gibson, Norleen	70,939	Gorin, Valerie	72,161
Gasper, Jennifer	94,583	Giday, Alegnta	52,087	Gorkoff, Tonya	76,131
Gate, Melissa	102,798	Giebel, Shelley	119,308	Gorrill, Faye	84,725
Gates, Kelsey	78,598	Gieg, Brian	82,974	Gotchia, Guylaine	152,866
Gatin, Sarah	93,545	Gieni, Shawna	69,472	Gotoc, Menardo	78,017
Gattinger, Clare	92,000	Giesbrecht, Colin	100,812	Gottfried, Joanne	58,467
Gattinger, David	55,230	Giesbrecht, Kirsten	56,712	Gottselig, Anita	78,406
Gaudio, Colleen	50,864	Giese, Sydney	73,023	Gottselig, Darryl	98,014
Gauthier, Debbie	145,339	Giesinger, Katherine	72,399	Goudreau, Robert	79,948
Gavel, Ryan	75,267	Giesinger, Shawna	108,166	Gould, Dave	52,500
Gay, Caitlin	63,942	Gil, Kimberly	103,554	Gould, Tracy	73,357
Gebeyehu, Almaz	55,652	Gilbert, Jennifer	99,861	Gourley, Brooke	85,122
Gebhart, Deanna	96,223	Giles, Penny	109,020	Grad, Jennifer	53,704
Gebregiziber, Liya	68,486	Gilewicz, Cynthia	65,258	Graessli, Dea	91,169
Gee, Nathan	82,328	Gilewicz, Eileen	99,632	Graf, Jennifer	102,474
Geiger, Cliff	73,357	Gillanders, Jennifer	97,210	Graham, Arlene	104,695

APPENDIX E: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Graham, Christina	92,247	Gryba, Carmon	51,253	Hall, Darla	124,309
Graham, Jeanette	72,728	Guansing, Alistair	106,869	Hall, Leanne	74,333
Grahame, Sophie	54,518	Guansing, Satvir Kaur	74,153	Halladay, Amanda	85,215
Grainger, Christina	87,988	Guenther, Sharon	92,285	Hallborg, Ashley	80,034
Grammatico, Dino	528,392	Guenther, Zonia	74,045	Halyk, Joanna	91,291
Grandel, Contessa	79,289	Guenzel, Suzanne	93,322	Ham, Sharon	65,637
Grane, Heather	96,549	Guerra, Fernando	84,983	Hamelin, Paula	73,690
Granello, Marco	91,094	Guerra, Rachel	56,838	Hameluck, Paul	115,344
Granger, Kaitlin	82,902	Guerrero, Marielena	116,579	Hamill, Paul	86,891
Granger, Morag	109,424	Guiao, Andrea	84,080	Hamilton, Amy	90,849
Grant, Erika	77,798	Guingab, Elinore	87,379	Hamilton, Jaclynn	51,677
Grant, Jennifer	74,378	Gulak, Aarron	61,509	Hamilton, Kieran	91,063
Grant, Marnie	67,837	Gulka, Suzanne	105,926	Hamilton, Selenna	62,634
Grasdal, Patricia	117,558	Gumban, Avelino Jr	127,247	Hamm, Marie	54,764
Gravelle, Audrey	72,842	Gummeson, Keri Lyn	90,445	Handford, Louise	50,533
Gravelle, Lisa	64,605	Gummeson, Mary Ellen	67,956	Hango, Valerie	74,909
Gray, Angela	62,734	Gunther, Tamara	59,344	Hanna, Shari	112,772
Gray, Audrey	68,034	Gupta, Sangeeta	91,534	Hannaford, Nicole	104,986
Gray, Carolyn	105,915	Gurskey, Connie	57,721	Hannah, Rhonda	99,287
Gray, Cory	88,831	Gurski, Penny	120,915	Hannah, Suzanne	105,184
Gray, Georgina	55,271	Gust, Louise	76,329	Hanowski, Alicia	53,533
Greaves, Annemarie	112,557	Gustilo, Andrea	93,986	Hansinger, Sonia	100,095
Greaves, Jolene	80,133	Gutheil, Jocelyn	122,391	Hanson, Alexandra	60,580
Grebinsky, Cindy Lou	103,223	Gutwin, Kim	92,794	Hanson, Brenda	109,013
Green, Andrea	96,919	Guy, Sheri	66,570	Hanson, Julia	66,143
Green, Carla	98,866	Gwilliam, Rosella	110,327	Hanson, Nancy	85,988
Green, Karen	58,564	Gyorfi, Cindy	87,827	Hanson, Rachelle	92,835
Green, Shelly	60,339	Gyorfi, Marie-Anne	63,905	Hanson, Trisha	80,727
Greene, Terry	50,859	Haaland, Daylin	56,667	Hantke, Kerri	59,602
Greene, Verla	94,358	Haas, Amanda	50,101	Harden, Jennifer	51,786
Greenwood, Kent	94,782	Haas, Leah	93,578	Harder, Brenda	86,292
Greenwood, Pat	94,568	Habermehl, Kendra	71,582	Harder, Leslie	70,282
Gregoire, Barbara	55,973	Habte, Weyneshet	59,784	Harder, Ruth	60,740
Gregory, Laura	96,687	Hachkewich, Margaret	52,371	Hardy, Bruce	73,026
Greschuk, Sandra	56,830	Hachkewich, Yvonne	91,063	Hardy, Pamela	77,573
Gress, Penelope	84,646	Hack, Celise	82,802	Harenberg, Sebastian	52,206
Gress, Sara	50,115	Hack, Katherine	61,200	Harker, Kendra	60,176
Gretchen, Monica	62,389	Hagan, Tracy	88,231	Harkness, Jeanette	75,386
Griffin, Denise	81,226	Hagen, Janelle	67,172	Harle, Connie	101,875
Griffith, Tanya	100,655	Hagen, Naomi	97,129	Harley, Raylene	70,595
Griffiths, Tara	93,981	Hagen, Robyn	66,145	Haroldson, Joyann	91,296
Grigg, Karlee	81,130	Haggarty, Karen	55,708	Harper, Brittny	50,698
Grimard, Cindy	76,280	Hagglund, Marlene	144,793	Harper, Catherine	89,913
Grimeau, Fern	54,437	Hagos, Yordanos	118,911	Harper, Kyla	53,900
Grismer, Dana	75,573	Hahn, Amanda	61,623	Harrietha, Rose	52,824
Grobowsky, Kerri	77,408	Hahn, Richelle	70,613	Harris, Yvonne	102,193
Grohs, Trina	95,484	Haid, Heather	76,067	Harrison, Averi	52,428
Gronhovd, Wanda	58,168	Haid, Lori	107,439	Harrison, Heather	92,549
Gronick, Sabrina	69,723	Haines, Michael	75,290	Harrison, Ian	94,172
Grose, Frankie	73,377	Haines, Winnifred	102,499	Harrison, Lorrie	81,946
Grose, Jenna	75,855	Hale, Barbara	93,494	Harrison, Matthew	76,224
Gross, Alexandra	102,430	Haley, Shelly	64,881	Harrison, Scott	101,914
Gross, Joren	92,311	Halford, Jacquelin	64,961	Harrison, Terry	60,614
Gross, Linda	98,079	Hall Galger, Tara	70,266	Hartley, Karen	125,008
Grund, Tracy	69,094	Hall, Collette	79,896	Hartley, Laurie Anne	86,534

APPENDIX E: PAYEE LIST

Name	Amount
Hartley, Teresa	82,051
Hartman, Carla	88,669
Hartman, Maria	78,146
Hartness, Collin	118,256
Hartney, Heather	60,653
Hartney, John	104,841
Hartwell, Randi	78,347
Harty, Carolyn	98,361
Harty, Tanya	77,941
Harvey, Ella	92,249
Hashem, Shannon	70,316
Hashimi, Samira	89,744
Hassman, Breanne	75,307
Hastings, Nadine	62,961
Haubrich, Georgena	81,403
Haugen, Rebecca	58,132
Haukaas, Barry	88,484
Hauser, Corina	84,847
Hauser, Jeff	96,048
Hawco, Nicole	73,015
Hawes, Cynthia	83,961
Hawkins, Cynthia	89,685
Hawkins, Pamela	119,193
Hay, Loretta	54,477
Hayes, Katherine	66,230
Hayes, Terra	71,133
Hayter, Carrie	58,140
Hazen, Michelle	90,369
Hazzard, Brandy	77,395
Head Sabtiu, Helen	81,724
Head, Dorothy	52,706
Heaney, Celeste	98,956
Heathcote, Jessica	64,115
Heathcote, Jon	74,968
Hebert, Ann	116,653
Hebig, Sandra	55,151
Hedley, Divona	50,872
Hedley, Tera	54,626
Heebner, David	93,309
Heenan, Donald	76,828
Heerspink, Brett	60,440
Hegedus, Beverley	81,472
Hegglin, Karen	84,564
Heiberg, Melody	82,317
Heidt, Margaret	55,900
Hein, Shannon	122,954
Heinitz, Kendra	71,441
Heinrichs, Menno	103,813
Heisler, Debra	50,628
Helfrick, Michelle	65,618
Heller, Lacee Jayde	58,762
Helmond, Dan	72,758
Helmond, Wendy	72,600
Hemm, Sheree	91,611
Hendrickson, Brenda	159,543
Hengen, Jeanette	98,315
Henley, Jean	59,244
Henneberg, Patricia	93,393
Hennink, Maurice	252,442
Henricksen, Rosemary	82,796
Henrion, Karen	65,079
Henry, Lana	90,811
Henry, Loretta	55,140
Herauf, Micheline	89,114
Herber, Yvonne	63,883
Herbert, Louella	54,764
Herbert, Tamara	74,477
Herbison, Sherry	90,756
Herczakowski, Leanne	102,700
Herda, Christine	53,368
Herman, Jacquelin	76,521
Herman, Kayley	85,368
Hermanus, Kim	56,306
Hernani, Xyzary	106,972
Herndier, Crystal	82,631
Herod, Corey	107,708
Herod, Elizabeth	71,541
Herold, Joanne	54,246
Herom, Wendy	58,870
Herperger, Kristy	108,070
Herrett, Connie	52,713
Herridge, Brittney	84,666
Herzog, Mark	85,451
Herzog, Sharla	102,434
Hesketh, Brittney	75,625
Hess, Kassidy	51,291
Heuchert, Wendy	93,750
Hewitt, Lisa	55,151
Hewson, Roberta	107,382
Hextall, Denise	81,595
Hextall, Gail	86,061
Heywood, Danae	77,746
Hickey, Alexandra	63,438
Hickey, Jacquelin	105,069
Hicks, Daniel	80,390
Hicks, Lisa	52,026
Hicks, Roy	77,020
Hiebert, Brenda	90,670
Hiebert, Nicola	67,507
Hiebert, Orrey	88,730
Higgins, Edward	253,733
Hiibner, Linda	50,927
Hiibner, Michelle	56,623
Hilderman, Laura	58,113
Hill, Carrie	57,531
Hill, Kristie	74,953
Hill, Micheal	88,967
Hill, Shane	74,984
Hill, Sherry	88,958
Hill, Stefanie	81,703
Hill, Trisha	65,820
Hillier, Justin	102,813
Hills, Jodie	67,094
Hintz, Jennifer	50,189
Hipolito, Ana Liza	113,122
Hipolito, Christabella	126,147
Hipolito, Melvin	142,285
Hitchcock, Edward	108,665
Hitchcock, Jenna	84,627
Hitchings, Amanda	87,866
Hitchings, Kristin	60,213
Hnidek Wilson, Lydia	100,749
Hobbins, Melanie	78,737
Hockley, Elaine	55,740
Hodel, Donna	58,497
Hodel, Jennifer	55,485
Hodge, Jacquelin	52,350
Hodges, Rachel	99,612
Hodgins, Ryan	61,516
Hodgson, Gillian	88,981
Hodson, Dellina	89,291
Hodson, Paul	97,914
Hoeflicher, Jean	77,265
Hoeft, Tracy	73,603
Hoehn, Jenna	63,759
Hofer, Sandra	97,005
Hoff, Naomi	74,205
Hoffart, Jill	71,339
Hoffarth, Kristin	76,932
Hoffert, Michele	71,528
Hoffman, Christie	91,063
Hoffman, Shelley	104,617
Hoffman-Tetlock, Allyssia	78,867
Hoffmeyer, Anette	60,056
Hoffort, Jordin	51,830
Hogberg, Roger	52,696
Hogg, Sarah	107,595
Hogg, Shawna	77,559
Holba, Nicole	104,539
Holcomb, Lauren	53,637
Holden, Amy	100,676
Holden, Kathryn	96,287
Holden, Laura	74,661
Holfeld, Sandra	76,555
Hollebeke, Coleen	53,393
Holliday, Michele	93,731
Hollinger, Ashley	90,371
Hollinger, Colleen	95,488
Holloway, Lindsay	65,978
Holm, Krista	58,252
Holmes, Heather	96,677
Holmes, Marcia	67,578
Holmstrom, Carol	55,786
Holness, Kandace	105,158
Holness, Roland	63,529

APPENDIX E: PAYEE LIST

Name	Amount
Holowatuk, Kayla	99,444
Holt, Shawna	83,172
Holt, Trina	131,416
Holzapfel, Donna	60,573
Hook, Karla	52,513
Hooker, Cara	139,561
Hooker, Paula	85,194
Hooker, Stacey	67,968
Hooper, Vivian	88,155
Hopfauf, Lori	145,617
Hopkins, Elaine	53,413
Hoppenreys, Celina	57,801
Horbal, Amanda	93,165
Horejda, Natalie	85,444
Hornoi, Denise	61,591
Horse, Lucille	77,178
Horsman, Barbara	50,026
Horsman, Eden	76,278
Horsman, Paulette	124,979
Horvath, Joyce	56,405
Horvath, Ken	79,145
Horvath, Lois	101,632
Horvey, Lisa	60,610
Hotchen, Marlene	92,850
Hough, Jan	77,277
Houliston, Lhasa	61,255
Hourd, Brooke	70,071
House, Caitlin	62,025
Hovind, Irene	51,971
Howat, Henriette	113,804
Howe, Colleen	67,713
Howe, Karen	81,062
Howie, Douglas	85,203
Howie, Linda	50,864
Howie, Naomi	101,093
Howse Lalonde, Brenda	72,607
Hoyum, Jo Anne	60,664
Hozempa, Alissa	77,283
Hromek, Jennifer	69,223
Hrynowetsky, Denice	74,292
Hrynowetsky, Sheldon	93,983
Hubbard, Carol	52,009
Hubbard, Crystal	57,290
Hubbard, Larry	60,680
Huber Flahr, Charlene	107,524
Huber, Cheryl	59,842
Huber, Dayna	69,740
Huber, Jillian	62,657
Huber, Kristyn	79,856
Huber, Laurel	79,387
Hubic, Deanna	52,775
Hubic, Nikkoli	69,978
Hubic, Tracy	69,758
Hubich, Fran	118,541
Hubick, Corynn	85,181
Hubick, Kayla	79,852
Hubick, Murray	107,152
Huck, Miranda	88,759
Huculak, Debra	86,076
Hudson, Dena	67,521
Huebner, Sheryl	65,169
Hugg, Shauna	96,003
Hughes, Carly	95,315
Hughes, Cynthia	128,980
Hughes, Jillian	64,067
Hugie, Beata	70,676
Hukee, Tanay	83,321
Humayun, Farid	53,519
Humble, Malorie	53,917
Hung, Loren	109,278
Hunko, Valerie	230,532
Hunt, Donna	101,301
Hunt, Kimberley	92,696
Hunter, Nancy	95,331
Hunter-Harms, Robyn	75,992
Hur, Young Ran	73,235
Hussain, Angela	81,314
Hustak, Jon	63,979
Hutchings Besse, Janice	160,590
Hutton, Amy	79,863
Huys, Deborah	104,977
Hydaman, Janis	71,475
Hyer, Jeanne	58,987
Hynds, Shannon	89,677
Hysuick, Kerri	80,804
Iannetta, Victoria	93,515
Idem, Idi	77,435
Idt, Christie	76,049
Ignerowicz, Witold	53,455
Ikeogu, Victoria	51,524
Ikert, Debra	51,124
Ikert, Katherine	78,896
Illingworth, Linde	82,175
Ing, Barbara L	82,647
Ingeniero, Rona	110,199
Ingham Petrescue, Carol	63,922
Ingjaldson, Marjorie	127,810
Ingleby, Joanna	99,320
Ingram, Jamie	89,115
Ingram, Lynne	100,089
Ingrouville, Bonny	67,743
Inkson, Sheryll	104,841
Innes, Heather	100,550
Innes, Jamie	51,400
Innes, Jennifer	83,506
Inot, Verna	93,155
Iqbal, Zahid	104,714
Ireland, Debra	57,882
Ireland, Nicholas	69,520
Iroh, Imose	106,160
Irvine, Chantelle	71,836
Irving, Rebecca	52,369
Isaac, Michelle	114,941
Isaac, Treena	86,299
Isabelle, Natalie	65,762
Isleta, John Mark	65,347
Issel, Brenda	104,502
Issel, Curtis	102,573
Isted, Cheryl	63,922
Ivanochko, Elizabeth	52,999
Iverson, Paul	104,252
Jaarsma, Charissa	63,983
Jackiw, Susan	104,977
Jackson, Andrea	66,752
Jackson, Donna	83,529
Jackson, Elvira	76,371
Jackson, Erica	54,144
Jackson, Jeffery	89,919
Jackson, Marlene	91,197
Jackson, Shannon	111,353
Jacob, Joanne	68,852
Jacobs, Dawn	78,705
Jacobson, Sharon	52,173
Jacobson, Shelley	94,947
Jakubowski, Megan	72,433
Jaldon, Maria	51,330
Jalloh, Bashir	77,450
James, Jeffory	55,468
James, Kate	89,748
Jamieson, Brenda	96,466
Janeczko, Nicole	65,728
Janotta, David	67,028
Janzen, Donna	50,810
Janzen, Patti	98,660
Jardine, Jeannette	100,338
Jarikre, Alero	132,093
Jaring, Michael	88,533
Jaworski, Brenda	88,056
Jeannot, Alayna	98,767
Jeannot, Sharon	77,420
Jeannotte, Amy	53,833
Jeena, Vinesh	424,903
Jelinski, Elyse	53,707
Jellow, Mary	95,709
Jendrasheske, Melissa	99,236
Jennett, Steven	85,486
Jennings, Grant	51,818
Jensen, Chris	90,970
Jensen, Jeremy	58,418
Jensen, Karen	70,496
Jensen, Kerry	65,645
Jerome, Allison	52,891
Jeske, Jacqueline	76,419
Jeske, Winona	98,997
Jesky, Pamela	78,325

APPENDIX E: PAYEE LIST

Name	Amount
Jesse, Sara	59,909
Jessup, Amanda	113,637
Jetto, Lori	51,986
Jewett Curley, Emilie	94,282
Jeworski, Debra	61,515
Jinks, Sarah	83,284
Jinson, Stephanie	90,320
Joaquin, Michelle Joy	53,598
Johannson, Julia	71,986
John, Nirmal	63,788
Johner, Brenda	50,929
Johns, Amy	55,765
Johns, Brandy	58,331
Johns, Kirby	96,552
Johnson Fong, Terry	54,627
Johnson, Amos	79,884
Johnson, Bonnie	50,027
Johnson, Brenda	102,195
Johnson, Dawn	105,086
Johnson, Diane	66,270
Johnson, Eleanore	55,463
Johnson, Janis	116,761
Johnson, Jean	53,260
Johnson, Kandus	81,630
Johnson, Karen	76,407
Johnson, Kelsey	57,708
Johnson, Laurie	112,973
Johnson, Miriam	80,479
Johnson, Pamela	115,307
Johnson, Penelope	65,808
Johnson, Robin	73,690
Johnson, Sara	107,125
Johnson, Sherry	102,912
Johnson, Tammy	65,806
Johnson, Vaughn	106,131
Johnston, Heather	51,571
Johnston, Heather	92,744
Johnstone, Corrina	76,258
Jones, Audrey	60,498
Jones, Edward	570,643
Jones, Melissa	76,697
Jones, Natalie	109,424
Jones, Rhiannon	52,949
Jones, Tricia	102,602
Jonsson, Meranne	97,466
Jordens, Jaime	85,104
Jordheim, Gerald	76,060
Jordison, Cody	81,368
Jorgensen, Carla	51,356
Jorgensen, Dawn	78,066
Jorgensen, Krista	78,662
Jors, Roberta	94,535
Jose, Neena	111,084
Joshi, Sandhya	65,575
Joss, Breanne	93,671
Jozsa, Lori	51,002
Juatco, Mark Gerhard	101,295
Juganas, John	78,556
Juggernath, Ava Christie	92,189
Juneau, Jamie	63,494
Jury, Jessica	100,551
Kabay, Susan	53,600
Kabernack, Karrah	50,413
Kabrud, Natasha	54,848
Kach, Deborah	53,854
Kachaluba, Tamara	106,559
Kaczmar, Jennifer	125,450
Kaedan, Annette	73,438
Kaip, Melissa	82,997
Kalaman, Debbie	54,017
Kalapesi, Zarin	440,796
Kallichuk, Georgina	54,514
Kambeitz, Shelley	62,346
Kammer, Andrea	52,879
Kamuti, Justine	80,399
Kancz, Edit	52,702
Kane, Kyra	68,338
Kannenberg, Kiera	68,647
Kapell, Annette	70,730
Kapell, William	79,014
Kapp, Allison	73,731
Karchewski, Braden	52,782
Karchewski, Kailee	72,629
Karchewski, Natalie	75,553
Kardash, Bruce	89,492
Kardynal, Ben	77,518
Kari, Amber	74,031
Karnes, Flo	100,565
Karpa, Deborah	112,379
Karr, Audrey	52,123
Karr, Theresa	84,050
Karreman, Willem	109,256
Karst, Karen	74,327
Karton, Brandy	94,852
Karunakaran, Kumudhini	286,019
Karza, Philip	95,107
Katchuck, Jennifer	86,700
Kathol, Erin	83,151
Kathol, Lorna	109,643
Kattler, Donna	65,348
Katz, Adam	100,169
Katzberg, Blaine	102,195
Katzberg, Cheryl	50,279
Kaufmann, Alyscia	74,478
Kaufmann, Cindy	65,924
Kaur, Narinder	69,205
Kaur, Ramanjeet	51,871
Kaur, Sandeep	85,207
Kausar, Rehana	134,823
Kausar, Safina	76,551
Kay, N'Tanis	72,854
Kaytor, Christa	81,419
Kaytor, Jeanette	97,924
Kaytor, Jessica	100,945
Kaytor, Jill	95,614
Kaytor, Rae	80,475
Kaytor, Susan	60,508
Keenan Arp, Cathy	107,125
Keep, Sandra	84,718
Keepness Bourgon, Shauna	58,573
Keffer, Michael	75,024
Kehoe, Sharon	69,016
Kelbaugh, Jeff	69,497
Keleman, Jacqueline	61,307
Keleman, Kathy	64,898
Kell, Tracy	69,570
Keller, Jacquelin	62,363
Keller, Jenny	122,186
Keller, Leigh	86,964
Kellington, Grenda	95,799
Kelln, Kim	105,639
Kelly, Bette	86,419
Kemp, Michelle	82,847
Kempton, Brian	75,495
Kendrick, Susan	95,606
Kennedy, Claudette	54,414
Kennedy, Leigh	90,777
Kennedy, Rachel	67,347
Kennedy, Trena	71,925
Kent, April	53,996
Kentz, Sherry Lorraine	54,340
Kerelchuk, Tara	54,512
Kernechuk, Chelsea	82,517
Kerr, Debbie	95,628
Kerr, Sheila	79,354
Kessler, Camelia	75,846
Keyowski, Terrance	78,113
Khalifa, Amer	521,455
Khan, Bibi	133,783
Khuber, Sarbjit	71,107
Kidby, Robin	107,925
Kiefer, Amy	69,543
Kiesman, Robyn	73,090
Kilbach, Shelley	51,403
Kim, Hea Kyung	65,393
Kim, Rena	56,969
Kimpton, Karen	101,122
Kinaschuk, Karen	59,411
Kinash, Shelley	59,847
Kincaid, Robert	76,861
Kindred, Jasmine	72,475
King, Brenda	53,495
King, Kathleen	95,719
King, Krista	74,026
King, Megan	100,878

APPENDIX E: PAYEE LIST

Name	Amount
King, Michelle	50,592
King, Tina	92,256
Kinneberg, Lorie	104,817
Kinney, Patricia	91,928
Kinney, Wendy	101,715
Kirchhofer, Devin	75,010
Kirk, Roxanne	73,817
Kirstein, Lynnise	89,323
Kish, Bobbi	61,810
Kisil, Shelly	58,333
Kisilowski, Mary	94,557
Kitchen, Brent	117,640
Kitz, Mercedes	53,735
Kitz, Natasha	91,764
Kitzul, Twyla	82,375
Kivell, Theresa	65,498
Klassen, Carol	241,451
Klatt, Candace	51,740
Klebeck, Deana	95,659
Klein, Abby	75,938
Klein, Adam	84,073
Klein, Carl	99,297
Klein, Gregory	55,113
Klein, Lana	51,609
Klein, Shelley	110,114
Klein, Tom	102,161
Klein, Tracy	82,780
Kleisinger, April	69,054
Kleisinger, Brenda	111,320
Klempner, Dianne	52,548
Kletchko, Joanne	107,318
Klimczak, Christina	84,528
Klimek, Gail	65,690
Klotz, Brenda	71,085
Klotz, Steven	105,004
Kltanga, Khllara	51,806
Kluz, Kelci	66,482
Knapman, Jamie	76,895
Knapp, Randall	153,499
Knibbs, Richard	77,038
Knight, Josh	75,602
Knoll, Jennifer	82,805
Knorr, Sherell	82,047
Knourek, Kimberly	51,746
Knowles, Elizabeth	89,221
Kochylema, Monica	71,540
Kocur, Jill	54,412
Koffler Hubbs, Loralyn	140,205
Kohl, Dan	153,499
Kohlruss, Debbie	76,324
Kokoski, Lorrie	78,582
Kolb, Lavonne	98,112
Koltun, Margaret	110,917
Komodowski, Jenna	74,987
Konieczny, Bozena	58,318
Kopytko, Kasandra	85,781
Korchinski, Jaime	110,465
Koroll, Lisa	59,346
Koronkiewicz, Carol	73,211
Korpan, Sheila	66,389
Korsberg, Karina	62,077
Kosabek, Debbie	113,937
Kosar, Deloris	104,977
Koshman, Dalynne	56,998
Kosik, David	95,430
Kosloski, Jeffrey	61,335
Kosloski, Shayla	72,296
Kosloski, Sheila	69,611
Kosolofski, Jolene	55,700
Kostiuk, Cheryl	103,326
Kostiuk, Laurie	79,093
Koszman, Kelsey	92,137
Kot, Nancy	96,800
Kot, Pamela	95,225
Kotopski, Kimberley	72,499
Kotowich, Richard	75,267
Kotrla, Allison	73,779
Kotylak, Diane	95,477
Kotylak, Rhonda	100,403
Kotzer, Kelly	83,319
Koutsoulis, George	83,583
Kowal, Allison	68,205
Kowal, April	54,780
Kowalsky, Anna-Marie	59,177
Kowbel, Shannon	55,303
Koza, Scott	80,806
Kozack, Katherine	131,315
Kozak, Charlene	105,243
Kozak, Daryl	71,429
Kozak, Lori	89,777
Kozak, Rebecca	71,081
Kozak, Susan	74,124
Kozak, Tammy	90,082
Kozakewich, Carol	84,967
Kozakewycz, Courtney	53,931
Kozakewycz, Diane	115,671
Kozusko, Jarrett	104,925
Kraemer, Diana	96,309
Kraemer, Leah	88,780
Kraemer, Sarah	88,939
Kraetzig, Maria	102,392
Kraft, Sherry	94,535
Krahenbil, Angel	67,048
Krahenbil, Elizabeth	57,928
Krahn, Deborah	81,935
Krahn, Kathy	95,008
Krall, Carrie	132,692
Kramer, Nancy	61,394
Krause, Catherine	83,588
Kraushar, Larry	112,691
Kreis, Debbie	107,343
Kreklewich, Jennifer	71,503
Krenz, Trudy	59,021
Krepakevich, Kevin	91,063
Kreshewski, Nathalene	60,393
Kress, Dorena	92,930
Kress, Jodi	61,747
Kress, Louise	103,916
Kristoff, Jonathan	56,305
Krogsgaard, Ashley	52,444
Krogsgaard, Krista	53,917
Krogsgaard, Sharon	74,465
Krueger, Becky	74,576
Kruppi, Denise	82,946
Krupski, Angela	139,950
Krupski, Michelle	71,713
Krysak, Kathleen	87,273
Kubiak, Angela	98,102
Kuculym, Jeannette	97,862
Kuhns, Erin	50,864
Kuhtz, Tracy	104,841
Kula, Alicia	127,868
Kullman, Pauline	95,090
Kumar, Dinesh	53,198
Kumar, Seema	95,824
Kumick, Lorelei	66,436
Kuntz, Agatha	55,867
Kuntz, Donald	106,600
Kuntz, Jody	103,075
Kuntz, Lisa	56,156
Kunz, Koreena	63,709
Kupchyk, Sherri	95,394
Kuppenbender, Stella	61,202
Kupper, Shelby	64,535
Kurenoff, Joanne	95,345
Kurucz, Rhonda	82,009
Kuruliak, Joanne	71,515
Kushniruk, Sharisse	66,035
Kuyek, Dale	100,844
Kuyek, Janelle	92,135
Kuzma, Bettyann	70,784
Kuzyk, Karen	81,415
Kvisle, Kayla	67,505
Kwan, Davin	93,452
Kwan, Man Kwok	86,279
Labensky, Cheryl	94,414
Labossiere Karda, Tara	108,503
Labossiere, Anita	92,238
Labuanan, Eufresina	55,748
Labuanan, Marcela	79,066
Lacelle, Vivian	54,295
Lachambre, Roxanne	83,794
Lachowitzer, Amanda	68,543
Laclaire, Jacqueline	51,085
Ladouceur, Martin	72,898

APPENDIX E: PAYEE LIST

Name	Amount
Lafayette, Esther	99,907
Lafleur, Lisa	91,063
Lafontaine, Christopher	85,059
Lafoy, Angela	63,739
Laframboise, Shanna	77,166
Lafreniere, Shona	65,857
Lagrimas, Arlene	95,665
Lagrimas, Rodolfo	73,866
Lague, Dave	81,164
Lagumbayan, Maria Lourdes	58,376
Lai, Chun Ling	69,665
Laidlaw, Cinda	77,539
Laigo, Michael	93,578
Laing, David	56,458
Lakic, Mirjana	66,120
Lalonde, Lorna	63,922
Lalonde, Megan	162,682
Lam, Jasmine	80,123
Lamarche, Shawn	83,205
Lamb, Patricia	89,378
Lamb, Sabrina	75,426
Lambert, Jennifer	81,894
Lamberty, Manda	55,022
Lamers, Dana	89,067
Lamont, Loretta	53,122
Lamontagne, Matthew	96,250
Lamontagne, Ray	56,109
Lampa, Lieza	50,203
Lane, Kimberly	91,815
Lang Schuette, Connie	97,394
Lang, Danita	92,180
Lang, Edith	92,518
Lang, Kathleen	81,142
Lang, Kelly	115,958
Lang, Michael	112,358
Lang, Rae Lynn	96,306
Lang, Rebecca	93,277
Lange, Simon	77,451
Langelier, Julie	55,350
Langevin, Monica	95,159
Langford, Linda	94,781
Langgam, Lou	108,381
Langley, Stephanie	103,713
Langman, Brooke	74,961
Lanh, Huong	56,221
Lanigan, Krista	70,739
Laninga, Tina	64,523
Lapchuk, Michael	68,126
Laplan, Dora	77,637
Lapointe, David	62,141
Larden, Ross	76,823
Larochelle, Tara	53,642
Laron, Demelza	129,787
Larsen, Derrick	153,460
Larsen, Judy	74,703
Larsen, Pamala	102,764
Larson, Charlotte	58,888
Larson, Joan	54,469
Larson, Laureen	146,225
Larson, Susan	91,407
Lasalle, Christine	99,399
Lastimosa, Grachelle	125,148
Latimer, Christine	99,862
Latimer, Wanda	75,289
Latina, Hanna	93,082
Latoski, Katherine	100,167
Latrace, Susan	79,245
Lauagan, Flordeliz	54,569
Lauagan, Maria	69,546
Lauagan, Milagros	56,043
Lauman Hartmier, Barbara	101,056
Lavoie, Laura	75,286
Lavoie, Pamela	67,654
Lawlor, Karen	55,951
Lawrek, Stephanie	70,672
Lawrence, Janice	73,613
Lawrence, Monica	98,082
Lawrence, Robin	87,939
Lawrence, Trisha	62,361
Lawson, Sara	79,793
Layman, Blair	97,905
Leader, Jody	51,713
Leblanc, Colette	74,612
Leblanc, Edward	104,149
Lecren, Kelly	86,746
Lee Zens, Candice	52,088
Lee, Janice	89,708
Leech, Kathy	65,724
Leflar, Blaine	85,032
Legard, Jennifer	82,690
Legault Lalonde, Marie	102,281
Legault Wilson, Dionne	100,329
Legault, Cheryl	106,601
Legault, Dana	97,065
Legault, Lydia	103,843
Leggott, Michelle	77,013
Lehr, Craig	72,460
Leibel, Andrea	76,269
Leibel, Greg	106,007
Leibel, Lori	92,343
Leibel, Shelley	50,864
Leier, Barbara	95,548
Leier, Owen	92,772
Leier, Rose	104,150
Leippi, Dawn	98,450
Leippi, Sandra	50,554
Leischner, Donna	57,281
Leisle, Sharleen	55,420
Leitner, Laverne	50,026
Lekcharoen, Jocelyn	85,374
Lekcharoen, Raymond	104,423
Lemmons, Dagny	78,676
Lemoine, Julie	102,730
Leniuk, Terri	90,725
Lenz, Sharon	82,210
Leon, Tina	121,468
Leonard, Ellie	100,561
Leonard, Mathieu	88,291
Leonard, Shauna	108,719
Leonor, May Clyde	111,706
Lerminiaux, Marc	71,962
Leruyet, Charmayne	118,092
Leshchyshyn, Crystal	59,338
Lesko, Elizabeth	58,500
Lesko, Richard	64,851
Lesko, Sandra	76,138
Leslie, Cori	75,014
Lestage, Tanya	103,494
Letain, Rae Lynn	80,493
Letain, Selena	58,509
Letang, Arlis	78,495
Letsche, Nancy	63,289
Leung, Clayton	91,862
Leung, Shaun	62,605
Leurer, Deanne	142,078
Levchenko, Illia	86,485
Levesque, Candace	50,580
Levesque, Cindy	56,137
Lewchyshyn, Marcy	55,483
Lewis, Barbara	51,624
Lewis, Carma	93,692
Lewis, Daniel	87,381
Lewis, Katherine	117,971
Leyenhorst, Cheryl	54,108
Li, Feng Ling	53,861
Li, Yali	71,750
Liang, Yuping	85,762
Libarnes, Rhea	57,479
Libiano, Jose Maria	65,045
Lichtenwald, Melissa	75,775
Lico, Vincent	56,892
Liepold, Bobbi	90,793
Liepold, Gloria	51,739
Ligue, Neil	102,614
Limos, Maricris	54,943
Lindemann, Debra	81,903
Lindo, Nina	75,550
Lindsay, Rae	65,466
Lindstrom, Lee	61,941
Lingelbach, Chad	150,485
Lingelbach, Karen	54,831
Lingelbach, Tara	99,019
Linklater, Lyn	78,000
Linnen, Alison	76,416
Lipinski, Chelsea	79,978

APPENDIX E: PAYEE LIST

Name	Amount
Lipon, Marlene	57,607
Lippai, Jennifer	137,184
Liski-Nixon, Alysia	76,773
Littman, Sarah	74,776
Litzenberger, Andrea	78,641
Litzenberger, Angela	53,556
Litzenberger, Carla	55,711
Litzenberger, Laura	90,103
Liu, Yun	90,791
Livingston, Crystal	86,521
Livingstone, Charly	85,319
Livingstone, Dustin	85,621
Lizee, Rona	96,275
Ljubic, Carissa	104,880
Ljubic, Donovan	124,137
Llarena, Melanie	147,591
Lloyd, Kathleen	150,000
Lobban, Caitlin	52,927
Locke, Joni	59,207
Lockeridge, Keith	74,647
Lockert, Amber	75,991
Lockert, Angela	88,448
Lockert, Elizabeth	96,658
Lockert, Lori	88,573
Lockhart, Kristal	82,242
Lodoen, Casey	64,506
Loffler, Janice	62,843
Logie, Brenda	58,261
Lolacher, Susan	67,319
Lomenda, Janice	82,607
Lonethunder, Vivian	69,698
Longman, Candace	50,127
Longpre, Odile	152,325
Loos, Francis	93,701
Lopez, Amherstia Novy	106,794
Lopez, Ana Liza	50,404
Lorenc, Michal	53,959
Lorencz, Beverley	63,922
Lorencz, Taryn	112,047
Lorenz, Anita	69,823
Lorenz, Julie	70,565
Lorenz, Kara	80,121
Lorenzana, Corazon	78,065
Lorenzo, Anthony	77,677
Loszchuk, Marc	71,141
Lott, Angela	102,095
Loucks, Cheryl	97,717
Lough, Maureen	62,410
Louis, Debbie	58,608
Loveridge, Karen	114,356
Lovett, Nicole	90,841
Low, Ken	103,996
Lowe, Barbara	53,572
Lowe, Jennifer	95,846
Lowes, Terrilynn	50,864
Lowey, Jana	95,956
Lowey, Judith	83,025
Lu, Xiaoqing	81,531
Luansing, Jemuel	75,062
Lubachowski, Gwenda	84,206
Lubas, Mirek	71,984
Lucas, Faye	50,864
Lucas, Jana	52,285
Luce, Charity	72,145
Lucero, Dranreb	105,311
Lucero, Jocelyn	100,388
Luciak, Ken	125,295
Luciuk, Leann	70,025
Lucyk, Madeleine	62,900
Lucyk, Mary Ann	51,476
Ludwikowski, Rick	65,050
Luff, Heather	93,183
Luistro, Cindy	89,686
Lukey, Patrick	130,183
Lumb, Kim	72,150
Lund, Erin	86,578
Lund, Starla	86,971
Lunde, Kenda	95,270
Lundy, Debbie	91,063
Lupuliak, Vincent	55,779
Luther, Rae	90,014
Lutz, Wendy	59,485
Luzon, Clarissa	110,408
Lynch, Brant	76,275
Lynn, Sandra	95,816
Lys, Catherine	72,568
Ma, Hong	53,443
Maas, Allison	143,940
Mabaet, Cherry	54,647
Macagba, Angelito	80,899
Macalldesantamar, Ana	121,556
Macapagal, Marissa	137,690
Macauley, Katherine	72,618
Macausland Berg, Dianne	81,773
Macdonald, Scott	98,902
Macdonald, Todd	91,063
Macduff, Robert	59,702
Macfarlane, Caitlin	55,553
Macfarlane, Jenny	50,864
Macfarlane, Shera	94,757
Macgregor, Shirley	54,428
Machan, Ashley	73,111
Macintosh, Ian	71,237
Mack, Ellen	79,290
Mackenzie, Bonnie	50,647
Mackenzie, Deborah	55,740
Mackie, Judy	72,912
Macknak, Errin	79,712
Maclean, Jana	56,463
Maclellan, Melissa	82,126
Maclennan, Amy	80,365
Maclennan, Deborah	93,442
Macmillan, Carolynn	97,617
Macmillan, Leanne	72,953
Macmillan, Robert	112,419
Macmillan, Ryan	74,862
Macneil, Sharon	55,263
Macneill, Dana	55,139
Macphee, Cathleen	72,047
Macphee, Linda	83,849
Macpherson, Anita	50,933
Macpherson, David	89,230
Macpherson, M Janice	83,855
Mactaggart, Darlene	72,521
Mactal, Napoleon	97,207
Mactavish, James	92,061
Madrilejos, Estefania	76,174
Maduck, Tricia	104,572
Magallanes, Maria Lorena	96,567
Maghilom, Mergie	58,888
Maglangit, Charlen	54,127
Maglaya, Mary Grace	50,033
Magnus, Samantha	77,409
Magnuson, Maureen	91,432
Magnusson, Shelly	59,247
Magotiaux, D Arcy	152,217
Mah, Jeffrey	105,841
Mahnic, Haley	90,690
Mahoney, Patricia	59,651
Maier, Janet	97,294
Maierhoffer, Shelly	104,050
Mailhot, Kelly	76,160
Mailloux, Angele	74,524
Maindonald, Paul	101,226
Mainil, Ricki	75,367
Makelki, Catherine	95,414
Makie, Catherine	111,236
Makowsky, Tami	57,361
Maksymew, Sharon	60,867
Maksymew, Stephanie	97,054
Malach, Donna	54,278
Malach, Shirley	100,727
Malang, Edwin	95,210
Malang, Marissa	89,253
Malegus, Ken	81,216
Mali, Bahera	357,727
Malik, Roxana	97,772
Malinowski, Eleanor	87,789
Mama O, Maira	123,602
Mamchur, Grant	115,666
Mamer, Doris	89,204
Mamula, Radojka	104,188
Manalaysay, Carmelita	59,211
Manaligod, Catherine	100,826
Manalo, Lulu	70,253

APPENDIX E: PAYEE LIST

Name	Amount
Manchester Miller, Samantha	88,390
Mancuso, Debra	114,246
Manganop, Louie	102,213
Manley, Sophia	103,135
Mann, Candace	61,589
Mann, Douglas	82,996
Mann, Hardip	57,397
Mann, Karen	59,828
Mann, Karen	63,922
Mann, Suba	225,135
Mantesso, Cheryl	51,993
Mantilla, Mark	96,967
Mantyka Whitford, Elaine	107,720
Manuel, Lorraine	55,471
Manuevo, Ana Liza	56,921
Manz, Cathy	54,616
Manz, Lanjell	82,601
Manz, Tammy	74,720
Marasigan, Nerijol Michellani	114,337
Marce, Michelle	75,718
Marchigiano, Kelly	51,207
Marchildon, Ginette	102,195
Marcial, Flordeliz	61,349
Marcotte, Jennifer	92,546
Marean, Frederick	84,638
Maregoudra, Seema	61,976
Marins, Lisete	54,892
Marissen, Debby	85,073
Markle, Tracy	100,048
Markwart, Corinne	92,551
Markwart, Kathryn	79,946
Marsh, Virginia	105,368
Marshall, Bonny	83,142
Marshall, Dean	104,841
Marshall, Dianne	51,832
Marshall, Erin	87,765
Marshall, Joan L	67,803
Marshall, Sarah	76,146
Marshall, Trisha	86,132
Martens, Morgan	87,016
Martin, Arlene	74,696
Martin, Donalee	96,229
Martin, Donna	112,729
Martin, Jason	57,982
Martin, Karla	58,116
Martin, Kelly	63,982
Martin, Melanie	80,072
Martin, Neoma	93,530
Martin, Roxanne	55,449
Martin, Sara	60,804
Martin, Wendy	80,238
Martinez, Oscar	82,477
Martinook, Kayla	80,783
Mary Varghese, Tincy	95,918
Marynick, Marlin	88,677
Mason, Jeffrey	56,267
Mason, Julianne	84,827
Massey, Kimberly	50,894
Massier, Candice	94,129
Massier, Carmen	75,972
Massier, Jaymie	56,328
Massine, Darlene	90,732
Matheis, Jacob	74,211
Matheson, Julie	82,407
Matheson, Stephanie	109,833
Mathew, Seema	69,151
Matravolgyi, Cheryl	76,650
Matravolgyi, Kristin	51,989
Matsalla, Donna	52,641
Matthews, Faye	91,101
Matthews, Shauna Lee	71,441
Matthews, Shelley	83,325
Matthies, Yvonne	85,054
Matties, Debbie	82,149
Matychuk, Angela	82,903
Maur, Harmeet	53,068
Maw, Lester	89,180
Maximchuk, Sandra	68,446
Maycong, Maggie	133,160
Mayer, Christopher	100,157
Mayer, Megan	69,312
Maynes, Julie	122,383
Mazer, Mallory	77,408
Mazinke, Nadine	51,160
Mazur, Janelle	104,977
Mazur, Mark	118,424
Mbachu, Chinyere	107,460
Mbasela, Phyllis	82,561
Mbugua, Grace	128,234
Mcauley, Karen	64,495
Mcauley, Valerie	97,187
Mcavoy, Erin	91,794
Mcbride, Melissa	64,541
Mccabe, Debra	103,329
Mccall, Leah	80,456
Mccallum, Karen	94,606
Mccallum, Sheena	68,874
Mccann, Linda	104,843
Mccann, Michael	76,834
Mccann, Nancy	90,128
Mccarron, Michelle	115,487
Mccaw, Kristen	77,513
Mcclement, Laurel	70,050
Mcclement, Sam	85,444
Mcclughan, Landace	90,305
Mcclymont, Kimberly	86,965
Mccorriston, Sheri	75,510
Mccrea, Morgan	89,532
Mccready Wirth, Avril	55,646
Mccrorie, Ian	50,431
Mccrystal, Doreen	71,412
Mccrystal, Wendy	76,029
Mcculloch, Jennifer	75,008
Mccullough, Cameron	73,960
Mccullough, Lois	56,411
Mccurry, Terryann	89,809
Mccutcheon, David	314,447
Mcdermaid, Karen	108,225
Mcdermit, Tamara	106,255
Mcdonald, Allison	87,437
Mcdonald, Jordan	55,406
Mcdonald, Kathryn	62,712
Mcdonald, Patricia	93,373
Mcdonald, Paulette	98,314
Mcdonald, Richard	86,492
Mcdonald, Sandra	50,402
Mcdougall, Ashley	92,841
Mcdougall, Brad	98,906
Mcdougall, Elizabeth	95,034
Mcewen, Aimee	103,844
Mcewen, Shelly	96,838
Mcfadyen, Cindy	75,597
Mcgeough, Angela	93,454
Mcgeough, Jennelle	50,864
Mcgill, Nancy	101,446
Mcgillivray, Malissa	63,634
Mcgonigal, Valerie	54,872
Mcgown, Brandi	88,720
Mcgrath, Elizabeth	99,472
Mcgregor Weekes, Sarah	88,607
Mcgregor, Nikki	50,820
Mcgregor, Rhonda	57,227
Mcilmoyl, Matthew	50,524
Mcintaggart, Glen	79,908
Mcintosh, Shawn	70,378
Mcintyre, Sheri Jo	53,369
Mckay, Lisa	99,575
Mckechnie, Kimberly	81,167
Mckechnie, Marlene	89,915
Mckechnie, Michael	93,211
Mckellar, Hector	86,983
Mckellar, Morgan	51,955
Mckenna, Leah	53,168
Mckenzie, Crystal	52,244
Mckenzie, Kristen	99,134
Mckenzie, Lynn	76,786
Mckenzie, Sharron	79,249
Mckim, Darcy	91,175
Mckinnon, Carolyn	77,595
Mckinnon, Faye	95,376
Mcknight, Jennifer	56,562
Mcknight, Stephen	60,356
Mcknight, Tracie	70,919
Mclachlan, Marla	76,764
Mclaughlin, Leanne	75,697

APPENDIX E: PAYEE LIST

Name	Amount
Mclaughlin, Linda	82,051
Mclean, Bonnie	74,972
Mclean, Cathy	56,781
Mclean, Charlotte	89,746
Mclean, Dixon	80,953
Mclean, Jade	69,135
Mclean, Kelly	74,172
Mclean, Magdaline	63,653
Mclean, Michele	51,666
Mclean, Theresa	77,800
Mclellan, Morgan	76,498
Mclellan, Susan	102,200
Mcleod, Melanie	73,567
Mcmartin, Teagen	75,502
Mcmechan, Anita	56,223
Mcmechan, Janet	95,236
Mcmillan, Dominique	93,724
Mcmillan, Evangeline	50,877
Mcmorris, Cynthia	63,842
Mcmullen, Cathy	98,516
Mcmullen, Marlene	60,161
Mcnaught, Connie	91,850
Mcnaughton, Sherri	78,279
Mcneil, Elaine	95,816
Mcneillie, Elisha	58,438
Mcnichol, Angela	71,252
Mcpeek, Randy	102,257
Mcphee, Linda	91,250
Mcpherson, Bernadett	95,792
Mcpherson, Debbie	84,104
Mcrae, Meaghan	73,632
Mcstay, Sharron	92,744
Mctaggart, Angela	97,035
Mcwhirter, Tyler	68,749
Mead, Nicolette	57,115
Meadows, Morgan	74,438
Measner, Kelly	79,236
Meggeson, Thea	81,848
Meider, Monica	84,370
Melchiorre, Anna	60,836
Melnechenko, Jody	104,022
Melnick, Barbara	116,795
Melvin, Nancy	56,457
Mendoza, Maribeth	61,642
Menegbo, Victoria	64,033
Menesis, Reny	64,292
Menke, Megan	93,664
Mensah, Bridget	150,849
Mercer, Crystal	105,820
Mercer, James	92,983
Mercier, Maria	103,504
Merifield, Steven	67,809
Merin, Christopher	100,163
Merk, Kimberly	75,447
Merk, Stephanie	83,418
Merkl, Jason	73,538
Merriam, Debbie	69,128
Merritt, Valerie	75,834
Meston, Sheri	79,983
Metz, Gina	143,358
Metz, Irene	98,466
Metz, Meghan	50,837
Metz, Sharon	90,925
Meyer, Kayla	88,892
Meyer, Kristen	85,534
Meyer, Michelle	50,864
Meyer, Nicole	67,917
Meyers, Krista	79,518
Meyers, Tanya	79,798
Michael, Bethlehem	83,061
Michael, Chinnu	94,890
Michayluk, Gordon	73,691
Michon, Gary	58,588
Michon, Gerald	68,826
Middelkoop, Shayleen	60,100
Middleton, Lanna	88,892
Mihalicz, Helen	72,691
Mijares Lopez, Lalaine	94,783
Milar, Joanne	61,916
Mildenberger, Maegan	52,293
Mile, Clay	89,039
Mileusnic, Slobodan	55,968
Millama Luna, Alma	53,455
Millar, Diane	51,939
Millar, Natalie	75,453
Miller, Adrienne	75,886
Miller, Beverly	89,929
Miller, Diane	57,069
Miller, Heather	117,551
Miller, Kelly	81,179
Miller, Lindsay	62,027
Miller, Lois	80,985
Miller, Margaret	95,530
Miller, Nicole	50,503
Miller, Nicole	66,980
Miller, Shirley	78,113
Miller, Tamara	64,178
Millette, Sonia	78,748
Milton, Samantha	74,331
Mina, Jaime Iii	57,049
Minchuk, Rhonda	75,962
Ming Fok, Tricia	104,477
Minifie, Rhonda	89,549
Minto, Patricia	79,339
Mirasty, Jennifer	79,996
Mirva, Denise	103,387
Mise, Callie-Rhea	64,422
Miskiman, Todd	99,544
Mitchell, Angie	78,262
Mitchell, Carla	72,280
Mitchell, Cory	72,071
Mitchell, Danita	72,998
Mitchell, Michael	100,192
Mitchell, Paul Geoffrey	82,698
Mitchell, Tia	81,838
Mitchelson, Harry	67,351
Mittermayr, Stacey	97,454
Mlynarczyk, Jaelyn	71,398
Moberly, Lori	92,529
Moc, Peter	74,660
Modderman, Jennifer	83,109
Moeller, Michelle	69,086
Moeller, Whitney	77,296
Moffat, Tracy	54,803
Moffatt, Laura	50,590
Moghal Tayapad, Jasmine	71,622
Mohammadi, Shakiba	51,440
Mohan, Geethu	74,313
Mohl, Regan	77,237
Mohr, Janet	77,660
Mokelki, Lorie	103,468
Mokry, Michelle	87,209
Molesky, Carla	67,749
Molesky, Louise	101,236
Moltz, Laura	62,347
Monette, Kayla	68,197
Money, Melodee	65,631
Monin, Beverley	51,271
Monin, Christine	51,155
Monson, Maggie	64,842
Montanini, Lorna	103,243
Montano, Lisi	126,991
Monteith, Bernadett	77,556
Montenegro, Shelley	96,977
Monteyne, Dianne	95,934
Monuik, Robin	85,504
Moody, Terrence	74,117
Mooney, Dianne	96,658
Moore, Charlene	72,707
Moore, Jade	79,112
Moore, Kara	91,635
Moore, Melissa	86,908
Moore, Michelle	57,798
Moore, Shayna	53,647
Moore, Sheila	93,389
Moore, Sherilyn	94,844
Morales, Asvet Lana	89,201
Morcillo, Rowena	50,622
Moreau, Colleen	64,500
Morgan, Donna	78,216
Morgan, Rosheen	55,673
Morgan, Stuart	77,729
Morhart, Stacey	80,007
Morison Clarke, Keeley	52,485
Morissette, Ryan	109,547

APPENDIX E: PAYEE LIST

Name	Amount
Morrell, Debra	73,047
Morrice, Glenda	121,948
Morris, Cindy	57,292
Morris, Jaclyn	53,505
Morris, Linda	71,393
Morris, Roxane	82,797
Morrison, Jaime	91,371
Morrison, Jennifer	60,845
Morrison, Jodie	78,735
Morrison, Lisa	81,305
Morrison, Robin	89,189
Morrison, Sandra	57,920
Morrow, Grace	53,596
Morrow, Jennifer	78,805
Morrow, Wendy	72,213
Moryski, Adriana	59,363
Moses, Melissa	100,862
Mosewich, Cindy	117,975
Moshenko, Megan	79,517
Mosiman, Bonnie	66,151
Mountstephen, Leah	75,628
Moyer, Gordon	82,145
Moyer, Katarzyna	74,984
Mpundu, Regina	101,859
Mroske, Lisa	93,334
Muhr, Vivian	51,581
Muir, Kaylee	89,504
Muise Rein, Tiffany	61,850
Mukakigeli, Margaret	54,819
Mulatz, Frank	88,580
Mulatz, Tyson	72,535
Mulder, Jenarae	56,494
Muller, Karen	92,500
Mulridge, Andrea	86,679
Mulridge, John	64,505
Mulvogue, Myriah	75,950
Mumford, Christa	55,813
Mundo, John Charles	125,952
Mundy, Marilyn	52,144
Munn, Miranda	73,085
Munns, Tiffany	79,633
Munro, Loralee	65,069
Munson, Russell	92,212
Muravchik, Germann	116,076
Mureseanu, Alison	92,781
Murphy, Jessica	84,275
Murphy, Kendra	58,623
Murphy, Tracey	83,334
Murray, Annastra	90,169
Murray, Carolyn	95,041
Murray, David	77,184
Murray, Kerri	65,056
Murray, Kimberly	75,418
Murray, Mark	98,554
Murray, Sharon	80,219
Murrell, Bryan	55,673
Mursal, Onoria	52,536
Murthy, Poornima	445,983
Musleh, Jordan Issa	88,967
Musoke, Juliet	76,060
Mustafaeva, Shahlo	61,306
Mutafya, Mary	116,339
Muzzin, Ricky	66,379
Mwale, Mwangala	133,252
Mwangobola, Kufase	112,608
Mwape, Delphine	117,391
Mwela, Judy	97,085
Mydonick, Ken	59,100
Myers, Carissa	63,796
Myers, Carol	92,353
Myers, Jacqueline	80,118
Myers, Ken	96,460
Myers, Robert	78,390
Myles, Wanda	68,093
Myrah, Kayla	54,948
Myrah, Michele	104,817
Myren, Reta	60,588
Mytopher Benoit, Lori Ann	73,109
Naces, Genie Ann	111,465
Nachilongo Daka, Gladys	94,153
Nachtegaele, Alison	91,176
Nadiger, Cathy	80,925
Nadon, Christine	76,751
Nahachewsky, Desiree	98,920
Nahorney, Jennifer	55,900
Nalwamba, Rhoda	127,665
Namutosi, Ruth	59,240
Nandania, Gaurav	54,230
Narca, Imelda	66,860
Nartatez, Christian	57,212
Nartatez, Kristy An	75,574
Nartey, Cathy	82,746
Nasewich, Susanne	101,368
Natyshak, Merle	98,516
Natyshak, Sylvia	50,864
Nault, Samahlee	172,526
Nazareth, Joshua	62,902
Nazareth, Leah	110,213
Neault, Bree	88,252
Nechi, Maureen	97,406
Neher, Mona	74,834
Neigel, Jocelyn	81,478
Neighbour, Chelsea	84,507
Neis, Cyndi	74,045
Neison, Valerie	98,567
Neiszner, Troy	75,465
Nelson, Beverly	90,811
Nelson, Danielle	95,611
Nelson, Diane	88,838
Nelson, Joanne	97,149
Nelson, Nadeane	84,360
Nelson, Rachel	79,297
Neuls, Barbara	105,733
Neuls, Kendra	59,636
Neuls, Michelle	122,849
Neumann, Amy	95,825
Neumann, Barbara	125,021
Neumann, Carey	60,315
Neumann, Harry	96,638
Neustaeter, Andrea	52,413
Neville, Desirae	102,617
Neville, Susan	253,123
New, Emilee	75,904
New, Katelyn	69,164
Newcombe, Jennifer	61,592
Newcombe, Susan	61,977
Newton, Richard	86,795
Ng, Wendy	73,095
Ngilangil, Mercedes	54,517
Ngoka, Grace	76,021
Nguyen Lowe, Ha	79,382
Nguyen, Chau	81,584
Nguyen, Cuong	68,632
Nguyen, Diane	111,456
Nguyen, Elizabeth	54,036
Nguyen, Jenny	80,505
Nguyen, Thuy	143,918
Nichol Langlais, Barbara	91,011
Nichol, Bobbi	60,343
Nichol, Christine	81,718
Nichol, Megan	50,249
Nichols, Gloria	100,812
Nicholson, Stephanie	50,898
Niedermayer, Dianne	104,371
Nielsen, Doug	76,716
Nielsen, Heather	76,834
Nieminen, Shannan	86,035
Nieto, Lori	105,431
Niklas, Daphne	57,206
Ning, Lianne	103,416
Nishimura, Michiko	63,696
Nistor, Brad	89,649
Nitoral, Flerida	58,677
Njoku, Lilian	104,014
Noble, Christa	80,238
Noble, Rebecca	54,223
Nones, Rizzaliene Remo	83,087
Nordby, Andrea	94,412
Nordgulen, Laura	87,358
Nordgulen, Terry	74,773
Nordstrom, Mason	77,992
Nordwick, Kim	120,824
Norick, Barbara	98,469
Norlander, Jillian	92,153
Norman, Bridgett	51,603

APPENDIX E: PAYEE LIST

Name	Amount
Norman, Christopher	114,198
Norman, Judy	118,847
Norman, Patti	84,393
Norminton, Jim	73,357
Norris, Lorie	76,178
Nosterud, Jennifer	54,913
Novak Galgan, Harriett	112,361
Novak, Dodi	102,237
Novak, Leanne	98,233
Noval, Chad Simon	85,580
Noval, Ferdinand	82,908
Novecosky, Lawrence	66,077
Novik, Lori	79,786
Nowosad, Janelle	82,105
Noyes, Heather	78,125
Noyes, Shae	59,086
Nugent, Karen	74,752
Nurse, Byron	118,201
Nurse, Shawna	83,486
Nwalozie, Annunciata	125,677
Nwaodu, Evangeline	54,120
Nyuli, Amanda	96,181
O Sullivan, Tara	91,777
O Watch, Erin	105,341
Oak, Lisa	90,983
Oakes, Larry	93,332
Oates, Kayla	74,584
Oberndorfer, Gillian	118,092
Obispo, Eunice	56,797
Obispo, Samuel	51,724
Obleman, Zachary	52,905
Obrien, Richard	59,619
Obrigewitsch, Carmen	84,797
Obrigewitsch, Charlene	89,070
Obyrne, Gillian	79,231
Obyrne, Patrick	174,435
Ocampo, Rochelle	96,117
Ocampo, Rosalie	70,293
Ochitwa, Sandra	84,239
Ochoa, Patricia	74,923
Oconnor, Dawn	95,859
Oconnor, Fiona	118,526
O'Connor, Megan	61,955
Ocreto, Mark Noel	61,820
Octubre, Penafrancia	101,380
Odi, Mary Pauline	51,649
Odi, Prim Rose	60,740
Odow, Barbara	59,487
Odow, Jodie	50,564
Ogibowski, Theresa	92,829
Ogilvie, Ivorine	54,052
Ogilvie, Lore	118,705
Ogrodnick, Nancy	104,179
Okeadu, Justina	62,341
Olanipekun, Caroline	137,922
Olbrich, Robert	57,471
Olekshy, Kevin	76,812
Oliquino, Raissa	65,465
Oliver Carson, Stacey	102,195
Oliver Ewaniuk, Tracey	51,363
Olson, Curtis	95,468
Olson, Kimberley	50,774
Olson, Pamela	96,882
Olson, Tanda	77,864
Olson, Wendy	95,206
Oluyinka, Funmilayo	94,804
Oluyinka, Stephen	101,509
Omolida, Genalyn	95,205
Onagi, Maxine	81,644
Oo, Min	63,910
Oochoo, Twyla	50,016
Oquinn, Sheryl	104,841
Orasan, Loredana	84,996
Orban, Dale	95,617
Orde, Cheryl	50,864
Orell Bast, Shannon	65,136
Orell, Colleen	77,943
Orell, Megan	71,298
Orellana, Edwin	57,072
Oremba, Misty	71,914
Oreniyi, Omolola	55,849
Orlic Muth, Regina	65,863
Orlowski, Louine	110,760
Orosz, Sharla	81,753
Ortega, Ruth Anabel	80,593
Orthner, Amy	67,447
Orthner, Gail	116,532
Ortman, Gwen	77,629
Ortman, Nina	111,449
Ortman, Noreen	50,578
Osborne, Tara	89,575
Osicki, Nicole	65,995
Osiowy Hunter, Patricia	90,421
Osipoff, Rhonda	56,713
Ostapiw, Lori	61,266
Ostapowich, Shannon	91,637
Ostrikova, Ioulia	57,566
Ostrowka, Rhonda	73,113
Oswal, Jyoti	64,614
Ott, Brigid	92,503
Ott, Jenelle	91,000
Ott, Kim	85,730
Otten, Laurele	74,025
Ottenbreit, Leslie	64,508
Ottoson, Cheryl	66,685
Overend, Dawn	95,022
Owen, Sherilea	94,896
Owens, Katherine	103,202
Ozga Bellamy, Linda	96,828
Ozipko, Shirley	54,732
Pacada, Melanie	75,100
Pachal, Laurelle	73,508
Pacis, Fitz	58,007
Pacis, Sarah	95,858
Paderanga, Fe	59,530
Paderanga, Sogie Marie	61,986
Paderanga, Trinidad	55,745
Pador Lee, Beverly	63,381
Paetsch, Dale	77,508
Pagdilao, Rowena	102,529
Page, Karen	68,853
Paguyo, Purificat	54,220
Pahkala, Lisa	82,836
Paice, Trudy	71,154
Palandri, Sandra	77,745
Palazzo, Lee Ann	72,703
Paligan, Daphne	76,526
Palik, Debbie	58,638
Palmer, Dianne	112,622
Palmer, Janice	57,916
Palmer, Lorie	113,563
Palmer, Terena	50,667
Palmero, Arnold	108,699
Palmier, Joan	57,935
Paluck, Elan	131,410
Pamintuan, Amanda	88,487
Panchuk, Douglas	120,641
Pandey, Mamata	81,093
Panelo, Rueben Jan	153,761
Panjeta, Jaspreet	50,828
Pantazoglou, Kalliopi	50,324
Pantel, Chris	79,369
Papish, Christopher	82,981
Parachoniak, Pat	107,700
Paraiso, Edgardo	76,755
Paraiso, Elena	61,463
Paraiso, Ernesto	50,186
Paraiso, Ernilou	70,836
Paraiso, Lourdes	72,280
Parakkandathil, Abdul	87,131
Parasram, Maria	83,646
Parbery, Donna	77,400
Pare, Judy	76,962
Parent, Darla	97,036
Parisloff, Kim	55,555
Park, Crystal	55,484
Park, Katherine	61,652
Parker, Kyle	98,767
Parker, Lauren	72,986
Parker, Norma	103,295
Parker, Robert	84,967
Parley, James	73,366
Parley, Lorie	56,258
Parr, Raichel	59,160
Parr, Suzy	60,934

APPENDIX E: PAYEE LIST

Name	Amount
Parrell, Billy	83,593
Parrell, Denise	93,867
Parris, Urica	119,162
Parrott, Teri	90,184
Parsons, Aaron	50,425
Parsons, Lucia	95,572
Parsons, Maryanne	50,026
Partaik, Susan	136,889
Parvez, Naeem	454,488
Pasamonte, Joanne Belle	76,851
Paseznak, Marion	137,846
Paseznak, Scott	90,610
Pasion, Ricarda	73,667
Paskey, Gail	85,444
Paslawski, Judith	100,872
Pasloske, Ramona	55,667
Pass, Danielle	61,873
Patel, Chirag	64,316
Patel, Deepikaben	66,331
Patel, Dilipkumar	74,713
Patel, Dipeshkumar	72,350
Patel, Pratikkumar	60,562
Paterson, Dineen	90,363
Patricio, Alex	65,465
Patterson, Bev	51,348
Patterson, Darcy	50,540
Patterson, Latoya	119,983
Patzer, Dave	85,877
Paul, Darin	55,085
Paul, Michael	66,281
Paul, Shiny	57,178
Paul, Steve	82,445
Paulhus, Blake	66,294
Paulhus, Gwen	92,269
Paulson, Steve	69,683
Paus, Carrie	92,031
Pawliw, Tracy	57,250
Paxton, Jennifer	70,796
Payne, Raymond	59,510
Paysen, Angela	68,133
Peakman, Ashlie	105,815
Pearce, Brent	70,025
Pearce, Stacie	52,876
Pearson, Anita	55,544
Pearson, Danielle	81,635
Peasley, Raena	75,561
Peberdy, Sabrina	52,878
Peck, Erin	56,514
Peddle, Kimberly	75,299
Pedersen, Ashley	96,923
Pedersen, Patricia	85,356
Pederson, Erica	106,431
Pedscalny, Brenda	90,095
Pee! Jamie	89,115
Pegg, Nicole	68,279
Pekush, Dennis	91,046
Pelagio, Maria Irma	92,435
Pelechytik, Jan	95,374
Pelletier, Kim	78,832
Peltier, Brenda	71,172
Penner, Janice	78,790
Penner, Kaitlyn	68,073
Penner, Lyndsay	92,472
Pennett, Christy	68,222
Pepper, Edwin	56,598
Peralta Elgueta, Pedro	66,519
Perampalam, Anusshan	70,524
Perchie, Glen	153,499
Perkins, Cheryl	56,525
Perkins, Susan	140,883
Perras, Omer	73,662
Perrault Finch, Veronick	53,810
Perrault, Stephanie	80,375
Perreault, Serena	58,941
Perrin, Jonathan	96,653
Persaud, Parmanand	81,472
Persson, Barbara	87,938
Persson, Karen	63,112
Pervin, Shahina	50,172
Pesquera, Grace	128,950
Peters, Chelsea	84,180
Peters, Leia	83,281
Peters, Robert	231,212
Peters, Wade	98,587
Peterson, Diane	90,522
Peterson, Kathy	71,166
Petit Homme, Cary	50,712
Petracek, Caylyn	62,906
Petracek, Roxanne	67,016
Petrie, Maria	52,512
Petrychyn, Margaret	143,400
Petryna, Vivian	93,117
Pettit, Terri	109,343
Petty, Shari	75,393
Peyson Biensch, Lois	63,819
Pham, Huy	147,545
Philip, Arun	69,165
Phillipo Hugel, Paula	92,302
Phillips, Casey	107,095
Phillips, Cherise	54,440
Phillips, Lee	52,927
Phillips, Scott	88,060
Phillips, Tracy	149,424
Phillips, Zachary	59,828
Picard, Imelda	58,318
Picard, Sonja	101,288
Pickett, Sandra	56,024
Pierce, Christina	75,481
Pierrard, Angela	77,063
Pike, Fay	81,744
Pillipow, Catherine	57,930
Pilon, Janelle	59,738
Pilon, Marcia	77,731
Pilon, Timothy	140,343
Pilot, Deana	50,402
Pinay, Paige	99,389
Pinel, Gizelle	50,992
Pirlot, Christine	63,905
Pitre, David	60,870
Pituley, Brandon	88,855
Pitura, Susan	102,446
Plank, Lisa	115,821
Playter, Pamela	136,163
Plosker, Connie	63,300
Plosz, Neal	51,706
Poage, Pamela	76,095
Pohl, Rebecca	61,870
Poier, Lynn Anne	54,089
Poitras, Jana	93,110
Pollard, Sandra	82,597
Pollock, Bonnie	68,381
Pollock, Chris	104,841
Pollock, Darlene	148,136
Pollock, Glenda	62,855
Pollock, Nicole	88,209
Pollock, Sarah	76,314
Pollon, Albert	73,585
Pollon, Monique	85,106
Polvi, Janelle	63,532
Pompu, Tammy	92,884
Pon, Tin Yout	137,974
Poncsak, Debbie	101,717
Poole, Sherry	92,021
Poorman, Maxine	69,893
Pope, Steve	74,126
Popescue, Melissa	59,252
Popick, Paula	85,619
Popkie, Peter	88,843
Popoff, Laura	53,556
Popowich, Glenda	105,950
Portras, Donna	107,905
Posehn, Lindsey	89,945
Postigo Suarez, Viviana	54,159
Potetz Moore, Leeann	93,397
Potter Erhardt, Meghan	72,771
Potter, Douglas	79,276
Potter, Gladys	109,613
Potter, Vera	90,517
Pouteaux, Kayla	79,639
Powell, Lindsey	50,712
Powell, Maureen	75,966
Power, Kenda	101,015
Powers, Jessica	102,842
Powers, Marilyn	64,098
Praski, Nancy	99,455

APPENDIX E: PAYEE LIST

Name	Amount
Prass-Aksu, Katharina	136,272
Pratt, Kelsie	70,178
Precones, Eva	53,594
Preikchat, Elton	73,079
Prekaski, Colleen	145,927
Preston Deitner, Spencer	77,045
Pretzlaw, Doreen	91,356
Prill, Tristine	57,020
Primavera, Janice	86,869
Printz, Chelsea	81,219
Pritchard, Beverley	94,755
Pritchard, Ruth	53,904
Proudlove, Elizabeth	99,560
Proulx, Sharon	90,222
Provick, Sandra	73,031
Prychak, Christen	56,243
Pugh, Myrna	59,430
Pugh, Sara	87,287
Pugsley, Michelle	53,334
Pukas, Jaclyn	86,861
Pura, Amanda	64,776
Purdue, Erin	94,349
Purdue, Ryan	102,195
Puri Harrison, Hema	64,583
Puszkar, Shaunalee	97,664
Putz, Abigail	96,252
Pylatiuk, Jason	88,034
Quangtakoune, Wendy	103,766
Quarto, Vicky	53,592
Quero, Geste	104,397
Quezon, Jerfelle	136,516
Quine, Tamara	91,063
Quiniones, Michelle Ann	117,461
Quinlan, Colleen	118,092
Quinnett Bobetsis, Michele	78,755
Quintero, Claire	90,247
Quintero, Pedro	51,094
Quintyn, Wanda	52,589
Qureshi, Tania	77,246
Raab, Nicole	99,203
Rabaino, Jessel	111,090
Rabulan, Mary	125,794
Racette, Andrea	83,151
Racette, Joyce	91,063
Racette, Kenneth	66,861
Racette, Krista	88,339
Racette, Yvonne	93,247
Rachar, Kathryn	86,489
Radbourne, Joelynne	79,281
Radons, Shelly	98,311
Radutu, Cristiana	86,831
Radutu, George	220,090
Rae, Justin	93,773
Rae, Karla	53,507
Rae, Michelle	86,300
Ragadio, Rosario	190,350
Raganas, Glecerie	69,768
Rahimzadah, Nasim	66,146
Rainbow, Monica	54,409
Rainbow, Scott	87,523
Rainville, Lisa	79,726
Ram, Hansa	59,530
Ramage, Cheryl	58,007
Ramilo-Bayatan, Analea	52,891
Ramos Faldas, Lalaine	65,037
Ramos, Katrina	130,724
Ramos, Pinky Ava	64,220
Ramsay, Corrie	94,697
Ramsay, Doug	81,987
Ramsay, Todd	91,327
Ranalli, Greg	77,288
Randall, Cathy	50,286
Randhawa, Aman	61,083
Rante, Lesley	54,792
Rante, Merle	53,771
Rapchalk, Jason	84,463
Rapchalk, Kimberly	72,719
Rappai, Rintu	85,220
Raquedan, Jeanavie	173,887
Rask, Colin	86,999
Rasmussen, Benjamin	51,684
Rasmussen, E Jane	62,392
Rathwell, Dana	57,357
Rathy, Brent	121,613
Ratz, Chalena	77,355
Rauckman, Christina	94,501
Ray, Amanda	75,026
Rayos, Racquel	121,525
Reaburn, Ross	95,636
Read, Jody	52,306
Rector, Patricia	98,829
Reddekop, Edith	56,707
Reddekop, Patrick	89,441
Redenbach, Michael	254,067
Reece, Wanda	71,779
Reed, Danielle	66,882
Reed, David	90,035
Reed, Jody	95,805
Reekie, Wendy	66,097
Regehr, Ronald	96,105
Reichert, Sherri	83,439
Reid Leimgardt, Lorna	86,583
Reid, Amy	75,319
Reid, Ingrid	117,606
Reid, Joanne	93,373
Reid, Marilyn	94,046
Reimer, Betty	65,433
Reimer, Florence	75,801
Reiser, Katie	50,614
Reitenbach, Amanda	57,057
Reiter, Lori	75,290
Renauld, Lacy	51,457
Rennebohm, Lynnette	50,521
Renner Scott, Faye	92,524
Renner, Kaitlyn	67,146
Rennie, Trisha	77,760
Renwick, Patricia	95,728
Repotente, Anthony	66,570
Repotente, Maria Fe	133,920
Resurreccion, Althea	88,807
Rettger, Kelly	100,905
Retzer, Pamela	69,682
Revelo, Jay	118,439
Revenko, Scott	87,875
Revoy, Sheldon	78,441
Reyes De Salgado, Maria De	51,018
Reyes, Billy John	77,934
Reynard, Beth	66,629
Reynolds, Michael	62,073
Reynolds, Regan	55,582
Rhinelander, Krista	57,540
Rhodes, Diane	62,387
Rhodes, Rod	72,098
Riccetto, Anabella	82,271
Ricci, Jacquelin	152,178
Ricci, Stanley	81,438
Rich, Kim	79,405
Richards, James	60,416
Richards, Mardel	96,155
Richardson, Brenda	64,188
Richardson, Coreen	89,745
Richardson, Nancy	73,529
Richaud, Pamela	120,918
Richenberger, Paul	77,825
Richter, Deborah	71,453
Richter, Florence	94,535
Richter, Ginger	91,526
Richter, Glenn	71,632
Riddell, Erica	68,663
Rieder, Colleen	51,385
Rieder, Evelyn	50,874
Riemer, Joan	94,133
Riess, Makenzie	75,959
Rigonan, Dryden	96,953
Rinas, Shelly	62,335
Rines, Andrea	72,146
Ring, David	65,209
Rintoul, Leah	95,575
Ripplinger, Janice	85,607
Rispens, Tonni	50,194
Rist, Amanda	112,787
Ritchie, Bonnie	59,798
Ritchie, Shanna	54,493
Ritmiller, Maryann	57,787
Ritson, Ann	72,782

APPENDIX E: PAYEE LIST

Name	Amount
Rittwage, Catherine	104,204
Rivera, Lenia	74,893
Rivers, Monica	70,530
Roach, Stephanie	79,429
Roberts, Brent	139,669
Roberts, Garnet	91,063
Roberts, Gennine	74,818
Roberts, Susan	64,959
Roberts, Wanda	61,500
Robertson, Coralee	75,865
Robertson, Marlene	93,372
Robillard, Cindy	51,656
Robins, Lynnette	104,579
Robinson, Beryl	135,898
Robinson, Brenda	71,254
Robinson, Carla	60,954
Robinson, Jennifer	55,720
Robinson, Lorrie	73,884
Robinson, Tom	121,850
Robison, Brent	106,790
Robson, Janice	102,321
Rocheleau, Kelly	66,605
Rodenbush, Janelle	54,404
Rodger, Debbie	107,079
Rodgers, Jennifer	91,722
Rodgers, Melissa	78,056
Rodgers, Milissa	110,284
Rodgers, Pamela	86,953
Rodil, Ruel	96,448
Rodrigo, Lorainne Fe	98,177
Rodriguez, Stephanie	113,864
Roduta, Gerico	73,292
Roduta, Madilene	82,477
Roduta, Raul	53,333
Roesch, Erin	123,548
Rogers, Arlene	92,854
Rogers, Katherine	97,665
Rogers, Shannon	78,614
Rogina, Sandy	101,254
Rogoschewsky, Deborah	77,095
Rogoschewsky, Jessica	59,215
Rojan, Devika	97,853
Roland, Lisa	97,764
Roman, Tito	64,947
Romaniuk, Natalie	51,943
Romero, Ana	55,610
Roque, Alexander	149,966
Rorbeck, Barry	50,489
Rorbeck, Darlene	132,933
Rosbrook, Gloria	97,744
Rose, Adam	62,926
Rosete, Virgilio	55,106
Roske, Sheila	56,105
Roslinski, Carla	82,050
Rosnau, Tasha	55,376
Rosom, Cheryl	100,104
Ross, Jacalyn	102,983
Ross, Katherine	57,168
Ross, Rosemarie	51,377
Rosser, Cindy	58,633
Rostie, Chantel	51,671
Rostie, Darcy	71,618
Rotariu, Lynn	73,357
Roth, Cheyanne	59,358
Rotheisler, Stephanie	77,659
Rothwell, Mary	61,533
Roulston, David	115,925
Roulston, Shelley	95,057
Roussin, Barbara	59,221
Roussin, Jason	74,764
Routledge, Joy	96,067
Roy, Linda	74,000
Roy, Valerie	85,060
Royal, Benjamin	95,147
Royal, Joshua	64,025
Royal, Stephanie	74,916
Rozon, Danielle	83,438
Ruda, Lisa	99,932
Rudd, Delaney	98,846
Ruddell, Cheryl	52,019
Rude, Darlene	79,726
Rudolph, Courtney	78,032
Rudolph, Sobra	57,067
Rudy, Dennis	55,203
Ruecker, Holly	123,365
Ruecker, Joshua	83,535
Ruecker, Margaret	82,884
Ruehs, Dyneena	102,195
Rukas, Dmytro	71,082
Runge, Dianna	62,286
Runge, Sarah	60,913
Rupchan, Joe	84,239
Rushlow, Jodi	130,205
Rushton, Beverly	56,435
Rushton, Mitsy	68,728
Rusk, Kimberly	113,168
Russell, Jennifer	62,580
Russell, Nancy	55,646
Russell, Pamela	56,584
Russell, Rhonda	75,837
Russell, Robert	94,540
Rutten Karen	110,855
Ruzicka Olson, Corie	68,904
Ryan, Arla	93,938
Ryan, Colleen	52,824
Ryan, Warren	76,324
Rybchuk, Ken	63,915
Ryder, Connie	54,706
Rydzik, Kathryn	50,451
Rydzik, Louise	141,774
Ryerson, Jennifer	72,042
Sabo, Carol	69,016
Saczek, Krzysztof	424,903
Safi, Masoud	96,473
Sagan, Shirley	50,407
Sagun, Lamberto	55,856
Sahlu, Ethiopia	60,524
Sahulka, Cole	76,746
Saint, Paul	84,513
Saint, Sherry	93,628
Salberg, Alexa	51,826
Salem, Alicia	54,308
Sali, Janet	88,860
Sali, Kristin	65,658
Sali, Lori	78,234
Sali, Mona	105,121
Salminen, Sara	51,058
Salvador, Christopher John	57,510
Sam, Agatha	73,417
Samayoa, Jose	97,315
Samchyk, Stephen	70,808
Samchyk, Tera Lee	74,383
Samonte, Joel	204,281
Samonte, Nolita	73,581
Samoy, May	77,182
San Diego, Ricsan	117,512
Sanden, Joel	90,365
Sanden, Tracy	81,294
Sanders, Carol-Anne	80,496
Sanders, Whitney	105,742
Sanderson, Nadean	63,444
Sandhoff, Lorraine	54,650
Sandhu, Kulwinder	63,062
Sandin, Sherri	94,794
Sandor, Donna	97,688
Sandstra, Shawnna	81,962
Sanftleben, Laura	79,825
Sanger, Stephanie	63,317
Sanopo, Maria C	73,355
Santiago, Karen	115,014
Santo, Christina	100,570
Santo, Matthew	62,210
Santos, Dulce	65,074
Santos, Edna	78,065
Santos, Giovanni	92,500
Santos, Imelda	65,042
Santos, Vilma	52,674
Sanville, Shawn	87,283
Sanya, Lynn	153,499
Sanya, Olu	63,385
Sarma, Debasish	72,724
Sarmiento, Louelle	111,482
Sarrazin, Alicia	60,525
Sarty, Cathy	75,708
Sastaunik, Alanna	52,304

APPENDIX E: PAYEE LIST

Name	Amount
Sauer, Melissa	82,515
Savoie Church, Natalie	99,271
Sawatsky, Carlie	62,108
Sawatsky, Chris	90,949
Sawchuk, Dusten	132,207
Sawchuk, Rachelle	58,910
Sawel, Alexandra	81,661
Saxby, Shay	52,119
Sayer, Cecilia	61,334
Schaeffer Rist, Holly	85,242
Schaeffer, Bailey	62,398
Schaffer, Donna	54,153
Schalk, Yvonne	55,413
Scharfenberg, Leslie	68,058
Schatz, Lois	102,195
Scheibel, Michelle	103,313
Scheidt, Coby	104,998
Schell, Eloise	90,279
Schellenberg, Deborah	93,123
Schenstead, Amanda	61,464
Scherbey, Terry	83,449
Scherle, Melanie	79,407
Scherle, Tracy	53,161
Scheuer, Brenda	84,985
Scheuer, Gail	137,384
Schiazza, Guido	93,996
Schick, Debra	66,008
Schikowski, Tracey	93,487
Schill, Katelynn	69,947
Schill, Lisa	91,259
Schill, Robin	56,513
Schill, Sarah	66,423
Schiller, Betty	80,445
Schiltz, Carol	73,231
Schiltz, Murray	76,732
Schinborn, Charisse	65,841
Schinborn, Jim	55,071
Schindel, Sherice	90,372
Schindel, Taryn	78,092
Schindelka, Crystal	67,660
Schindler, Brenda	55,561
Schindler, Karen	101,284
Schlamp, Michelle	103,933
Schlechte, Jared	56,316
Schleede, Amanda	59,375
Schlichtmann, Esther	69,139
Schmeling, Lenore	56,410
Schmidt, Aaron	86,288
Schmidt, Andrew	87,807
Schmidt, Bonny	87,682
Schmidt, Craig	132,831
Schmidt, Danielle	60,962
Schmidt, Deborah	58,725
Schmidt, Julie	107,904
Schmidt, Kristen	68,582
Schmidt, Kristin	81,517
Schmidt, Melissa	62,732
Schmidt, Rachelle	79,488
Schmidt, Rhegan	73,339
Schmidt, Shawna	105,200
Schmidt, Sherry	76,247
Schmidt, Susan	82,051
Schmidt, Traci Jo	92,963
Schmidtz, Barbara	79,917
Schmitz, Jessica	84,797
Schneider, Alma	88,811
Schneider, Amanda	87,592
Schneider, Doreen	70,105
Schneider, Susan	61,755
Schnurr, Jinky	59,186
Schock, Brenda	78,755
Schoenhofen, Brenda	126,607
Schoenrock, Coralee	89,746
Schoenroth, Johnathan	63,922
Schoenthal, Lois	54,652
Schoenthaler, Shelley	91,897
Schooley, Bryan	72,314
Schopf, Jacqueline	67,035
Schrader, Ceigee	98,232
Schroeder, Alexis	70,231
Schuba, Angela	90,420
Schuba, Robert	107,344
Schuette, Shelbi	83,322
Schuler, Sharon	79,224
Schulhauser, Michael	80,464
Schultes, Jeffrey	88,613
Schultz, Beverley	73,357
Schultz, Michelle	97,743
Schultz, Rhonda	75,610
Schultz, Victoria	84,672
Schulz, Greg	107,631
Schumann, Carmena	52,519
Schussler, Lisa	85,935
Schuster, Brenda	110,255
Schuster, Fawna	72,486
Schutz, Monica	97,553
Schwabe, Keith	55,614
Schwalm, Dwayne	95,124
Schwark, Dayna	60,347
Schwartz, Janice	79,391
Schwartz, Kelly	77,247
Schwartz, Lloyd	67,012
Schwartz, Robert	104,841
Schwartz, Wendy	69,451
Schweiger, Margaret	86,867
Schweitzer, Alanna	77,384
Schweitzer, Lynda	106,988
Scollan, Amanda	53,999
Scott, Marcia	118,092
Scott, Maxine	134,483
Scott, Michelle	93,136
Scott, Nicole	105,480
Scraper, Kelly	93,707
Sculli, Marissa	92,657
Sebastian, Liza	98,155
Sebastian, Lydia	97,736
Sebastien, Jolene	79,421
Sebulsky, Kyle	58,539
Secuur, Janine	79,660
Secuur, Linda	55,990
Sehn, Marcia	50,877
Seib, Chad	77,711
Seib, Heather	83,745
Seibel, Jackie	82,051
Seida, Timothy	55,029
Seidlikoski, Noelle	71,196
Seidlitz, Nancy	97,642
Seitz, Tammy	74,863
Selinger, Arlene	80,752
Selinger, Darcie	60,593
Selinger, Janelle	76,711
Selinger, Kimberley	56,137
Selinger, Lorenda	56,792
Selinger, Marsha	73,357
Selinger, Michelle	79,080
Selinger, Norman	71,792
Selinger, Stephen	102,090
Sellers, Nancy	81,616
Sellinger, Cheryl	72,918
Sellinger, Douglas	120,084
Selzer, Sharon	105,283
Semchuk, William	130,774
Semey, Patricia	134,882
Senft, Diane	51,121
Senft, Kaylene	65,106
Senga, Carrie	91,063
Senga, Chad	90,670
Senger, Chelsea	62,605
Seno, Rommel	554,119
Sentes, Tina	98,645
Serbu, Karen	50,722
Serle, Shelley	108,496
Serrano, Cherrlyn	99,385
Service, Rochelle	71,305
Severo, Silvia	55,423
Severson, David	91,098
Severson, Kassandra	69,641
Shannon, Jacqueline	102,195
Shannon, Samantha	53,850
Sharkey, Brittany	63,854
Sharma, Indu	62,344
Sharpe, Cara	55,986
Sharpe, Josephine	96,992
Shaw, Bobbie Jean	55,355
Shaw, Dawn	83,568

APPENDIX E: PAYEE LIST

Name	Amount
Shaw, Terrence	93,242
Shay, Melanda	85,857
Sheldon, Angela	76,008
Shenner, Robyn	88,832
Sheridan, Eileen	76,191
Sherling, Kathy	61,863
Shetterly, Alyson	98,496
Shevalier, Marcel	58,104
Shevchuk, Debra	216,157
Shewchuk, Daryl	117,631
Shewchuk, Denise	65,323
Shields, Cathy	57,202
Shiplack, Brenda	53,279
Shiplack, Robyn	87,782
Shire, Tiona	54,993
Shire, Tracy	84,582
Shoemaker, Laurie	82,325
Sholdra, Yuriy	77,416
Shreeves, Lora	84,404
Shuflita Kurtz, Sheila	112,300
Shymkiw, Joanne	96,854
Sia, Eduardo	107,107
Sia, Jackson	118,818
Sia-Javier, Lynette	175,858
Sian, Maria Maika	58,471
Siao, Kristina Marie	109,032
Siapno, Irish Jylland	119,540
Siapno, Marie Sheina	72,749
Siason, Thea Marie	75,737
Sibbald, Susan	53,349
Sich, Colleen	99,563
Sich, Trina	81,049
Siddiqui, Rabiah	101,990
Sidebottom, Sarah	91,147
Sideen, Tina	72,071
Sidhu, Arashdeep	50,288
Sidhu, Kuldeep	95,655
Sidhu, Mohinder	62,205
Sieben, Lianne	68,963
Sieben, Natasha	61,587
Sigmeth, Myra	63,230
Signarowski, Stuart	89,502
Silljer, Leslie	53,711
Silver, Amanda	80,664
Silversides, Katelyn	93,999
Silverson, Elsa	92,467
Silzer, Genine	98,823
Silzer, Joanne	87,496
Silzer, Kayla	60,928
Sim, Carey	109,534
Simard, Katherine	92,818
Simcak, Carol	69,065
Simcak, Jessica	73,799
Simicorescu, Constanti	57,488
Simms, Rita	55,222
Simon, Claudia	109,265
Simpson, Jamie	83,008
Simpson, Karly	95,235
Sinclair Birns, Heather	81,744
Sinclair, Bettyanne	88,334
Sinclair, Natalie	57,331
Sinclair, Robin	54,671
Singer, Gennifer	88,042
Singer, Jade	96,975
Singer, Kateri	102,195
Singh, Damanpreet	63,704
Singh, Harpreet	60,341
Singh, Melanie	57,324
Singh, Stephanie	78,136
Sinnett, Caitlin	57,137
Sinnett, Debbie	153,499
Siriban, Andrew Echica	50,740
Sirup, Brendon	78,817
Sjodin, Arlen	80,885
Skaf, Sheila	77,176
Skiba, Valerie	74,247
Skiftun, Stacey	74,941
Skinner, Shannon	84,839
Skorlatowski, Bonnie	86,028
Skwark, Gail	96,343
Skwark, Holly	137,416
Slade, Tara	77,899
Slater, Bettyann	243,892
Slater, Courtney	56,162
Slater, Nicole	95,472
Slater, Rayann	86,261
Slater, Vanessa	74,949
Slimmon, Arlene	74,190
Slingsby, Amy	153,977
Slinn, Jackie	142,374
Slinn, Jeffrey	92,636
Sliva, Donna	50,864
Slivenski, Nicole	81,393
Sluchenski, Charlotte	72,259
Slugoski, Yvonne	95,114
Smadu, Marlene	252,167
Smale, Sommer	80,227
Smeikle, Lenieve	115,653
Smiljic, Tanja	58,131
Smith, Amber	78,470
Smith, Amy	79,185
Smith, Barbara	110,196
Smith, Brenda	58,819
Smith, Debbie	108,595
Smith, Deborah	82,185
Smith, Karen	50,915
Smith, Kerbie	71,223
Smith, Kevin	87,076
Smith, Lillian	57,638
Smith, Linnea	75,107
Smith, Malwinder	63,222
Smith, Margaret	57,540
Smith, Marilyn	78,492
Smith, Michelle	59,382
Smith, Robyn	75,120
Smith, Scott	105,541
Smith, Sheila A	60,980
Smith, Sherice	105,108
Smith, Susan	51,744
Smith, Teresa	99,366
Smith, Tianna	58,674
Smith, Valerie	56,154
Smith-Windsor, Jillian	62,860
Smulan, Carole	94,414
Snedker, Cyndy	74,184
Snell, Moni	151,264
Snell, Robert	73,491
Snyder, Dustin	62,996
Snyder, Rae-Lyn	69,289
Sobchuk, Tyne	99,026
Soby, Darryl	98,882
Sockett, Ingrid	89,589
Sokochoff, Stephanie	83,231
Solidarios, Glenn	117,465
Soliman, Jena	55,263
Soliman, Maricon	87,581
Soliman, Rowena	55,749
Soliman, Vincent	89,216
Solis, Josephine	74,432
Solis, Rolanda	59,734
Soloduk, Louella	56,813
Solomon, Aileen	57,163
Solomon, Jerome	91,831
Solonynko, Lori	96,498
Solypa, Cyndy	109,621
Sommer, Crystal	91,799
Sommer, Leland	127,338
Sommerfeld, Erin	66,329
Son, Paul Michael	51,677
Song, Wanchun	80,804
Sonntag, Maureen	82,476
Sopczak, Vince	65,325
Sorensen, Caroline	58,187
Sorensen, Stacey	81,904
Sorensen, Thomas	104,942
Soria, Nonita	80,287
Soriano, Corazon	73,479
Sotelo, Heather	82,607
Sotkowy, Kayla	51,191
Sotto, Shannaz	60,343
Souchotte, Karen	61,385
Soutar, Tania	73,278
South, Sherry	76,321
Speers, Christie	104,774
Speers, Tricia	88,468

APPENDIX E: PAYEE LIST

Name	Amount
Spelay, Debra	64,612
Spence, Marley	75,529
Spence, Rane	89,228
Spencer, Erin	94,201
Spencer, Katherine	83,133
Spencer, Lisa	50,086
Spencer, Mitchell	147,687
Sperling, Jordan	66,600
Spicer, Carol Ann	92,963
Spicer, Eva	100,190
Spilak, Cathi	116,090
Spilak, Sherri	53,739
Spitzer, Brittany	69,838
Spitzner, Avery	97,594
Spring, Colin	73,365
Springer, Jessica	57,922
Srochenski, Terry	65,750
St Jacques, Laurette	52,059
St Onge, Jennifer	99,941
St Onge, Lynn	84,237
Stachiw, Claudia	92,347
Stadler, Angela	83,220
Stadnyk, Donna	73,564
Stadnyk, Jamie	83,827
Stadnyk, Marcy	79,774
Stadnyk, Robert	76,887
Stadnyk, Shelley	73,521
Stamm, Shelley	100,628
Stang, Laurel	100,708
Stapleton, Tammy	87,533
Stasiak, Catherine	96,115
Stasiuk, Scott	66,839
Stauber, Noreen	95,653
Steadman, Susan	54,706
Steele, Robin	51,522
Stefaniuk, Denise	52,046
Steffensen, Kenneth	75,578
Stein, Brenda	52,481
Steinke, Shalila	61,261
Stelmacovich, Sarah	90,901
Stelwagen, Devon	76,103
Stephens, Ashley	78,138
Stephens, Dave	88,659
Stephens, Wanda	98,852
Stephenson, Robert	107,125
Steppler, Bev	75,225
Sterling, Leana	68,835
Stettner, Laura	101,185
Stevens, Shawna	54,035
Stevens, William	55,580
Stevenson, Danielle	77,883
Stevenson, Norma	50,639
Stevenson, Stephanie	51,157
Stevenson, Vida	56,261
Stewart Gall, Carrie	82,836
Stewart, Brittany	50,705
Stewart, Cheryl	106,023
Stewart, Crystal	83,750
Stewart, Erynne	91,601
Stewart, Jesse James	75,968
Stewart, Kelsey	61,207
Stewart, Lauren	60,174
Stewart, Leona	74,646
Stewart, Linda	72,210
Stewart, Lisa	120,729
Stewart, Lois	80,415
Stewart, Pat	134,223
Stewart, Ria	80,509
Stewart, Sandra	57,708
Stewart, Tannis	78,432
Stewart, Theresa	87,866
Stewart, Thomas	94,987
Stianson, Leah	87,973
Stimson, Marie	71,268
Stinson, Andrea	76,360
Stirr, Kayla	78,033
Stobbs, Debbie	54,363
Stobbs, Janice	86,275
Stocks, Ruth	65,665
Stolarchuk, Melissa	91,988
Stoppler, Darla	59,305
Storey, John	108,853
Storey, Katherine	95,320
Storey, Suzanne	81,640
Storozuk, Lynda	75,846
Storrey, Ashley	86,038
Strachan, Serena	95,894
Stradeski, Jody	65,609
Strain, Lorraine	106,816
Strand, Leslie Anne	127,785
Strass, Kelsi	91,906
Stratton, Barbara	57,946
Straub, Elana	89,214
Strawford, Randy	77,244
Straza, Barbara	63,008
Straza, Chelsey	99,798
Straza, Lori	104,596
Street, Jaeme	101,027
Streisel, Lori	62,148
Strendin, Kathryn	58,956
Stricker, Barry	115,575
Stricker, Lori	90,505
Stringer, Andrea	65,302
Stringer, Connie	123,800
Stringer, Robert	89,126
Strong, Christine	50,119
Strudwick, Amy	98,350
Strykowski, Sabrina	59,433
Stuart, Sherise	52,772
Stubbe, Kimberley	57,467
Stuber, Arlene	82,459
Stuber, Michael	97,999
Stuckel, Jae Lyn	76,182
Stuike, Heather	80,058
Stulberg, Shelley	81,322
Stuttard, Kim	73,368
Styles, Christa	96,539
Styre, Jacine	55,517
Suchan, Lauren	51,802
Sullivan, Tracy	55,492
Sulymka, Mark	87,172
Sulz, Linda	131,068
Sumagaysay, Kathylyn	143,389
Sumakote, Evelyn	108,191
Sumakote, Rex Generoso Jr	57,661
Sumang, Maria Carmela Theresa	132,581
Surkan, John	95,553
Sveinbjornson, Raquel	76,103
Swab, Alison	87,338
Swab, Elden	95,017
Swalm, Adam	71,992
Swalm, Tami	53,134
Swan, Candice	57,046
Swan, Louise	93,971
Swanson, Lisa	57,112
Swanton, Stacey	81,614
Sweatman, Elizabeth	105,694
Sweeney, Denise	67,529
Sweeney, Lesley	87,827
Sweet, Tim	94,734
Swehla, Alison	76,459
Swerid, Sheila	101,706
Swift, Deanne	79,420
Swift, Laurie	81,058
Switzer, Heather	104,699
Sylvestre, Jennifer	95,866
Symon, Joanne	58,902
Szafron, Susan	66,628
Szmutko, Diane	92,705
Szostak, Barbara	59,718
Tafese, Tibebe	54,728
Tafesse, Fekade	50,751
Tait, Victoria	91,731
Talban, Caroline	58,206
Tallon, Rae Anne	68,498
Tamayo, Kenny	98,924
Tampus, Salud	109,644
Tan, Antonieta	58,159
Tan, April Fiel	81,232
Tan, Diane	99,916
Tan, Yin Yin	72,834
Tancrede, Lionel	102,195
Tangjerd, Angela	102,654
Tangjerd, Brad	77,004

APPENDIX E: PAYEE LIST

Name	Amount
Tanwar, Rakesh	68,165
Tanzell, Darren	89,822
Tarr, Jonathan	88,668
Tarr, Lisa	103,114
Tarr, Rachel	104,479
Tarrant, Janelle	64,858
Tarrazona, Judith	50,698
Tattman, Collette	120,576
Tayco, Ailyn	90,922
Taylor, Andrew	110,705
Taylor, Carla	58,102
Taylor, Chantal	80,981
Taylor, Cindy	50,864
Taylor, Donna	51,525
Taylor, Jennifer	106,227
Taylor, Lyn	80,891
Taylor, Lynnette	88,880
Taylor, Martha	56,595
Taylor, Melissa	70,416
Taylor, Shanay	84,342
Taylor, Tami	106,740
Taylor, Tammylee	56,148
Te, Chelo	53,732
Te, Gerhard	53,028
Tefera, Tsehaynesh	103,599
Teklemariam, Zewdi	55,381
Temple Jones, Jan	73,357
Temple, Heather	71,972
Temple, Krista	72,200
Tendler, Nashel	81,386
Tenoso, Judelene	121,808
Tensuan, Marlo Eduardo Ii	78,618
Tetrault, Monique	59,896
Thain, Linda	111,605
Thakkar, Chirag	60,553
Tha uberger, Linda	81,123
Thazhamon Simon, Mathews	51,133
Theisen, Melanie	55,138
Theriault, Lyle	73,959
Therrien, Kristen	81,143
Thick, Kimberly	74,050
Thiele, Marjorie	109,738
Tholl, Crystal	80,419
Thomas Cullen, Lynwen	89,965
Thomas, Chantelle	82,855
Thomas, Jacob	106,751
Thomas, Rhiannon	102,666
Thomas, Saneesh	52,179
Thomas, Tania	77,068
Thorne Sikora, Kathleen	95,431
Thomlinson, Jenine	81,567
Thompson, Amanda	67,809
Thompson, Beverly	71,945
Thompson, Deborah	79,872
Thompson, Lana	67,797
Thompson, Maureen	91,808
Thompson, Paula	73,694
Thompson, Stephanie	79,851
Thompson, Tammy	96,445
Thompson, Vicki	95,306
Thompson-Gale, Elizabeth	72,565
Thomsen, Christina	91,693
Thomson, Deborah	53,688
Thomson, Donna	86,151
Thomson, Janelle	92,075
Thomson, Lisa	100,054
Thomson, Meghan	96,847
Thornhill, Stacy	79,008
Thorp, Leah	90,574
Thurlow, Ronald G	82,284
Tiede, Bruno	72,678
Tiglao, Jerome	138,143
Tiglao, Kathleen	113,208
Tijani, Sarafa	51,948
Tillson, Rachel	104,683
Tinani, Naresh	100,565
Tinio, Jestoni	96,680
Tinio, Mark Anthony	76,524
Tippe, Cathy	105,572
Tirk, Candace	75,614
Tirk, Ronald	52,048
Tisdale, Amanda	101,031
Tittle, Larry	73,357
Titus, Agnes	116,160
Tkatch Melle, Chrisinda	89,210
Todd, Karen	109,865
Todd, Nicole	60,456
Todd, Pamela	93,300
Toews, Audrey	86,144
Toews, Darlene	77,741
Tokarski, Annamarie	85,728
Tomik, Jordan	65,486
Tomlin, Elizabeth	51,787
Tomlin, Louise	72,372
Tomlinson Kehrig, Sara	77,797
Tomyk, Wendy	91,807
Tomyn, Lana	57,185
Toner, Beryl	110,733
Tonn, Dwight	114,465
Tonn, Kenneth	85,727
Tooley, Jamie	116,610
Topal, Jodi	105,821
Topal, William	58,223
Topinka, Heather	60,186
Toporowski, Amanda	99,303
Toppings, Julie	99,081
Torbin, Ivanna	173,844
Tornberg, Kristy	102,157
Toro Hopkins, Debbie	110,419
Torralba, Angelo	67,232
Torres, Wessonjess	52,714
Toth, Christina	73,431
Toth, Marilyn	55,262
Touimy, Salma	59,302
Tourangeau, Charles	69,253
Towriss, Nelson	102,213
Toye, Dayna	104,369
Trail, Linda	60,245
Trail, Marie	51,471
Tramer, Steven	53,676
Tran, Huu	87,717
Tran, Lynn	119,923
Tratch, Laveena	120,122
Treleaven, Shelly	195,209
Trelenberg, Ross	70,204
Tremblay, Tanis	72,658
Trenton, Christine	114,866
Triffo, Amanda	91,324
Trinh, Anh	50,644
Trinh, Yen-Phuong	58,313
Tripp, Darlene	74,946
Troff, Robert	57,219
Trotter, Carla	65,650
Trotter, Joseph	100,691
Troy Hebert, Barbara	62,585
Trudelle, Paulette	76,243
Truman, Sharon	73,897
Trytten, Melody	89,592
Tuazon, Maria	104,712
Tubello, Graziella	84,869
Tuchscherer, Laura Lee	105,722
Tucker, Matthew	94,487
Tudlong, Eufemia	73,813
Tuff, Eileen	65,442
Tumac, Alison	84,658
Turgeon, Janet	50,506
Turlock, Nicole	89,144
Turnbull, Dianne	94,885
Turnbull, Karen	54,016
Turner, Dale	92,735
Turner, Gina	103,518
Turner, Patricia	60,383
Turtle, Michelle	67,455
Turton, Marie	88,877
Tyckon, Paul	73,628
Tyler, Brenda	69,509
Tymchyshyn, Robert	108,704
Tyndale, Randa Rae	52,188
Uhren, Linda	98,972
Uhrich Chappell, Jannah	73,386
Uhrich, Donna	93,282
Uhryn, Korin	85,914
Uleryk, Agnes	69,166
Ullyott, Nicole	72,620
Ulmer, Amanda	74,752

APPENDIX E: PAYEE LIST

Name	Amount
Ulmer, Andrea	70,061
Ulmer, Erin	86,943
Ulmer, Larissa	74,733
Ulmer, Michalene	103,726
Ulrich, Kyle	80,568
Ulrich, Stacey	56,865
Umahag, Marlo	61,958
Umoh, Adeola	51,389
Underhill, Kristin	80,598
Undseth, Kathy	59,491
Unick, Lesley	62,365
Unser, Debbie	99,445
Unser, Samantha	89,778
Upshall, Donna	107,475
Urbaniak, Patricia	73,463
Urbiztondo, Arnel	64,619
Ursulescu, Sandy	69,862
Usick, Len	71,904
Uy Tina, Tettet	114,588
Uy, Joy	121,842
Valaitis, Megan	78,305
Valcourt, Lindsey	81,472
Valenzuela, Sheryl	116,919
Valera Rodil, Jocelyn	92,289
Valimaki, Anna	108,666
Vail, Teresa	97,485
Vallee, Colleen	94,547
Valley, Scott	82,011
Valmeo, Imelda	121,587
Van De Kamp, Rory	58,448
Van Vliet, Paulette	85,856
Vanbeselaere, Krista	54,465
Vanbuekenhout, Guy	90,970
Vancaeseele, Kim	93,257
Vance, Lisa	63,791
Vandekamp, Andrea	52,408
Vandergucht, Karen	56,748
Vanderlaan, Giles	87,497
Vandesype, Jennifer	78,439
Vandevorst, Raymond	136,961
Vandrasco, Carl	59,262
Vanhove, Melinda	70,013
Vanin, Gina	75,397
Vanluven, Danielle	63,494
Vanluven, Dion	83,759
Vanparys, Bev	90,215
Vanstaden, Natalie	50,150
Vanwyk, Donna	55,798
Varga, Devin	60,918
Varga, Melissa	76,598
Vargas, Cecilia	78,179
Varghese, Naveen	54,834
Vargo, Troy	64,752
Varin, D Brian	76,939
Vasquez, Marevel	154,942
Vaxvick, Annette	102,513
Vaxvick, Kevin	95,544
Vegunta, Krishna	85,592
Velasco, Melville True	120,773
Velecky, Laura	55,148
Velestuk, Debbie	112,991
Velestuk, Margaret	96,705
Velonta, April Anne	104,615
Venaas, Amber	92,302
Venables, Natasha	77,182
Venter, Jacobus	102,473
Verkerk, Vanessa	91,925
Verschuur, Caitlyn	80,599
Vicente, Jobel	97,073
Vickers, Kim	96,054
Vieira, Melinda	59,909
Viergutz, Erin	52,570
Viernes, Maricar	114,229
Vigneux, Bianca	98,120
Vilagos, Deanna	50,156
Villaflores, Nancy	102,081
Villafuerte, Jenniffer	68,224
Villareal, Cecille	50,509
Vindevoghel, Heather	70,110
Vinluan, Manuel	106,874
Vinluan, Rolivette	123,551
Vipond, Peggy	79,025
Virani, Azmeena	88,593
Viray, Sharon	60,503
Virgin, Stacey	61,071
Virtue, Alison	104,879
Vo, Jennifer	76,540
Vogel, Sandra	57,083
Vogel, Venessa	94,233
Vogt, Michele	153,499
Vollman, Arlyce	76,692
Vollman, Tracy	100,414
Volman, Katrina	88,060
Vongkhaophet, Jennifer	82,492
Vongphit, Souvannara	72,725
Voss, Arletta	104,675
Voss, Kimberly	85,193
Voss, Linda	71,616
Vu, Susan	75,415
Vye, Lorissa	90,799
Wacker, Alexia	75,896
Wade, Robena	72,146
Waffle, Kristy	90,254
Wagar, Nancy	52,355
Wagner, Amanda	77,572
Wagner, April	81,995
Wagner, James	58,050
Wagner, Jessica	59,733
Wagner, Kaitlyn	86,951
Wagner, Lorraine	108,218
Wagner, Rosemary	109,616
Walchuk, Holly	84,477
Walchuk, Kaye	93,658
Walczykowski, Hanna	98,357
Waldal, Avery	83,359
Waldegger, Janis	99,845
Waldenberger, Erica	68,920
Waldo, Linda	51,056
Walker, Dianne	61,709
Walker, Donna	90,673
Walker, Holly	52,016
Walker, Lucinda	60,377
Walker, Paul	75,218
Walker, Sharon	98,969
Walker, Sheryl	95,629
Wall, Hayley	98,301
Wall, Lorenne	78,233
Wallace, Brenden	109,903
Walsh, Allison	83,343
Walter, Douglas	71,636
Walter, Jacqueline	62,655
Walter, Megan	76,936
Wambululu, Gladys	92,608
Wan, Rex	107,498
Wang, Hai Jun	78,184
Wang, Xuebing	61,556
Wang, Yiwen	69,100
Wanner, George	94,972
Ward, Heather	77,209
Ward, Stefanie	71,331
Wark, Judy	60,438
Warkentin, Joyce	78,609
Warner, Danielle	50,468
Warner, Jessa	69,856
Warren, Ann	73,795
Warren, Judy	53,143
Wasnik, Kaitlin	80,610
Wass, Patricia	52,335
Wasylenko, Tim	55,275
Wasylyshyn, Dave	102,017
Watch, Jessie	67,616
Watch, Jordan	79,730
Waters, Allyson	95,221
Waters, Christina	89,857
Waters, Kim	50,212
Watkins, Michelle	92,565
Watkins, Sara	80,788
Watsemwa, Nesita	70,009
Watson, Barb	96,911
Watson, Jodie	56,458
Watson, Laurie	114,412
Watson, Tamora	55,251
Watts, Brittney	103,539
Watzke, Genoveva	58,470
Waugh, Barbara	54,038

APPENDIX E: PAYEE LIST

Name	Amount
Wawro, Susan	95,722
Waynert, Charleen	51,837
Wazni, Roqaya	60,391
Weatherston, Ashley	96,890
Webb Young, Geraldine	55,204
Webb, Crystal	69,411
Weber, Shaela	61,421
Weedmark, C Marcia	50,154
Weflen, Kerrie	82,650
Weichel, Trina	52,273
Weigl, Alexi	62,872
Weimer, Jacqueline	55,428
Weimer, Laura	55,114
Weinberger, Annette	88,645
Weinberger, Emma	60,543
Weinberger, Kacee	55,668
Weinberger, Tanya	103,857
Weinmaster, Marilyn	91,878
Weinzierl, Deanne	55,078
Weir, Jodie	114,361
Weir, Louise	107,156
Weir, Paul	51,266
Weisbeck, Erin	64,204
Weisbeck, Stacey	87,694
Weisbrod, Myrna	104,771
Weisbrodt, Shirley	60,060
Weisgarber, Maureen	103,250
Weisgerber, Corey	71,530
Weisgerber, Karen	108,594
Weiss, Brenda	78,725
Weiss, Sara	67,089
Weisshaar, Andrea	59,443
Weisshaar, Glenys	96,357
Wekerle, Carla	107,528
Wekerle, Robert	94,204
Welder, Erin	106,422
Wells, Allison	64,328
Wells, Christian	99,811
Wellsch, Erin	99,093
Welsh, Audra	82,391
Wenaus, Emma	68,569
Wendel, Brenda	60,467
Wenger, Amanda	99,920
Wenman, Jodie	58,287
Wentzell, Cindy	87,209
Wermie, Julie	55,675
Werner, Chris	72,538
Werschler, Becky	79,662
Werschler, Kimberly	78,307
Wesdyk, Elsie	73,555
Wessing, Sheila	55,864
West Johnson, David	113,232
West, Dana	89,238
West, Erin	71,077
West, Fred	85,018
West, James	50,387
Westby, Kevin	76,060
Westcott, Justin	52,874
Westgard, Jennifer	74,486
Wharf, Pamela	81,493
Wheatley, Brittani	91,354
Whelpton, Susan	94,159
White, Braden	88,247
White, Patricia	62,030
White, Rhea	82,476
Whiteman, Peter	121,133
Whitfield, Kirsten	50,982
Whiting, Celine	92,316
Whitteker, Patricia	94,985
Wiebe, Janelle	78,584
Wiebe, Margaret	64,446
Wiens, Aimee	85,372
Wiest, Nicole	87,158
Wiest, Roberta	139,856
Wiest, Traci	91,220
Wihlidal, Benjamin	91,063
Wihlidal, Cara	87,358
Wihlidal, Comena	98,539
Wilcox, Bradley	74,037
Wild, Christina	83,872
Wild, Karen	77,321
Wilde, Melany	72,102
Wiley, Amber	76,872
Wiley, Robert	95,967
Wilkie, John	72,551
Wilkie, Kristin	56,052
Wilkie, Linda	65,035
Wilkinson, Lana	69,780
Willems, Charlene	94,016
Williams, Caitlin	95,505
Williams, Cara	77,457
Williams, James	74,477
Williams, Jason	115,278
Williams, Joan	53,688
Williams, Linda	117,408
Williams, M T Marie	53,538
Williams, Rebecca	74,710
Williams, Suzanne	73,901
Williams, Tamara	55,307
Williams, Timothy	69,864
Williamson, Brenda	91,961
Williamson, Caleb	83,933
Williamson, Lori	77,446
Willis, Janna	100,154
Willis, Keith	71,182
Willway, Verity	96,082
Wilmot, Jane	104,297
Wilson Schwabe, Sherri	98,390
Wilson, Barbara	93,080
Wilson, Beverly	91,499
Wilson, Christen	60,968
Wilson, Donald	104,841
Wilson, Donna	78,507
Wilson, Jamie	55,466
Wilson, Jay	100,972
Wilson, Joyce	103,022
Wilson, Katherine	100,076
Wilson, Pamela	94,617
Wilson, Scott	76,002
Wilson, Stephanie	56,120
Wilson, Tracey	85,286
Winchester, Shawna	78,057
Windsor, Gwen	92,279
Windsor, Kent	80,256
Wing, Jennifer	76,866
Wingfield, Christie	82,963
Winkel, Tanya	105,951
Wirsche, Kristen	82,381
Wirth, Geraldine	50,344
Wirth, Kristen	60,742
Wirtz, Brenda	100,227
Wise Klein, Daphne	87,411
Wisner, Connie	63,922
Wisniewski, Krysta	92,136
Wist, Leanne	55,564
Wiszniak, Debra	119,822
Witham, Janice	53,774
Witt, Raylene	92,880
Witzel Garnhum, Heather	71,116
Wizniak, Margaret	68,057
Wobben, Nicolaas	96,113
Woiken, Gwen	69,258
Wolf, Amanda	61,048
Wolf, Deborah	50,864
Wolf, Lee	104,794
Wolf, Marcy	59,817
Wolf, Suann	50,864
Wolfe, Kendra	99,052
Wolfe, Lesley	82,050
Wolfe, Nerisa	51,447
Wolfe, Quynn	62,770
Wolfe, Robert	94,842
Wolfe, Stacey	93,269
Wollbaum, David	87,536
Wong, Elsie	107,066
Wong, Rishelle Kei	103,000
Wonsul, Anita	70,085
Wood, Audrey	71,355
Wood, Brea	91,574
Wood, Denni	69,374
Wood, Heather	70,748
Wood, Melanie	75,835
Wood, Tyler	56,249
Woodroffe Brown, Ngaire	116,735
Woods, Brad	81,862

APPENDIX E: PAYEE LIST

Name	Amount
Woods, Meghan	93,632
Wootten, Heather	50,790
Workman, Lisa	81,288
Worobec, Karen	153,499
Wourms, Allan	81,833
Wourms, Carrie	63,123
Woycik, Kimberly	85,775
Woycik, Wyatt	92,041
Wray, Jason	89,625
Wright, Donna	119,169
Wright, Elaine	67,413
Wright, Garth	140,172
Wright, Jessica	93,238
Wright, Nicole	77,754
Wrobel, Lorna	106,528
Wutke, Nicole	76,869
Wyatt, Jena	78,581
Wyatt, Karen	83,704
Xavier, Metilda	56,256
Yabut, Norvelyn	128,898
Yake, Bonnie	83,254
Yakemchuk, Aksa	81,551
Yambao, Candice Grace	141,060
Yanga, Larrissa	109,633
Yankow, Lora	90,340
Yaschuk, Sarah	73,712
Yathi Kumar, Arun Prabha	110,860
Yawney, Carla	53,828
Yeager, Lianne	57,251
Yeary, Markie	83,671
Yee, Barry	73,466
Yee, Betty	105,841
Yee, Gregory	51,349
Yee, Jameszene	64,116
Yee, Michelle	91,613
Yee, Raymond	93,240
Yeo, Andrea	53,438
Yeo, Nicole	81,284
Yeomans, Michelle	67,715
Yeung, Andrea	98,795
Yeung, Teresa	61,432
Yole Merasty, Natanis	102,124
Yoner, Vincent	51,347
Youck, Cathy	56,469
Young, Amy	89,612
Young, Joanne	92,075
Young, Melodie	62,307
Young, Neil	91,053
Young, Nerissa	65,489
Younghusband, Christine	54,879
Yowin, Ywomo	74,727
Yuan, Chunqiong	105,093
Zabiaka, Sharon	78,838
Zachariah, Jayarani	91,319
Zacharias, Gemma	87,511
Zaiser, Juanita	109,345
Zamayla, Ronie	111,727
Zamora, Ernesto Brix	118,073
Zarichney, Heather	90,286
Zarusky, Wanda	102,272
Zawislak, Darlene	66,030
Zech, Ken	66,259
Zelada, Lilyans	102,684
Zelada, Monica	54,930
Zelensky, Kayla	66,993
Zeleny, Lisa	76,939
Zelinski, Joyce	88,260
Zelier, Chrystal	53,580
Zemlak, Karen	63,154
Zerbin, Christine	63,291
Zerff, Terry	64,840
Zerff, Tracey	92,880
Zerr, Barbara	75,938
Zerr, Mollyann	80,187
Zerr, Ryan	62,081
Zess, Cara	58,566
Zeviar, Carollyne	50,352
Zhang, Bing	66,042
Zheng, Lu	76,893
Ziefflie, Lauren	75,111
Ziffle, Adam	81,338
Zigante, Nerina	80,130
Zimmer, Douglas	60,627
Zimmer, Lenore	60,403
Zimmer, Mae	50,164
Zimmer, Martine	93,579
Zimmer, Tessa	68,619
Zimmerman, Adolph	50,939
Zimmermann, Jill	84,015
Zinkhan, Linda	106,809
Zinn, Tammy	77,628
Znidaric, Laura	78,223
Zorn, Gail	94,535
Zorn, James	61,890
Zsohar, Karoly	62,890
Zuck, Adrienne	99,263
Zulyniak, Lori	101,169
Zummack, Amy	64,030
Zuniega, Katrina Malou	110,890
Zurburg, Blaine	64,870
Zurburg, Lisa	76,991
Zwarich, Kristine	77,242
Zwarich-Law, Theresa	65,846
Zwarych, Kristal	82,128

Supplier Payments

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment

Vendor Name	Payment
101004391 Saskatchewan Ltd.	90,924
101025261 Saskatchewan Ltd.	65,096
101027726 Saskatchewan Ltd.	1,210,810
101140166 Saskatchewan Ltd.	117,832
101170918 Saskatchewan Ltd.	159,198
1534230 Alberta Inc.	55,913
1621 Albert Street Development	956,629
393032 Alberta Ltd.	166,665
3M Canada Company	87,623
616814 Saskatchewan Ltd.	84,445
AB Electric Corp.	475,141
Abayomi Fowora Medical PC	342,697
Abbott Laboratories Limited	1,983,955
Abbvie Corporation	231,094
Abraham Vermeulen Medical Prof. Corp.	301,999
Abstract9 Business Solutions	113,168
Abuhjar, Dr. Abdussalam	52,751
Accentus Inc.	142,720
Accreditation Canada	112,206
Acklands Grainger	240,829
Adecco Employment Services Limited	59,300
Advanced Instruments Inc.	55,343
Advantage Medical Professional Corp.	519,315
AGFA Healthcare Inc.	119,287
Akinbiyi, Dr. A.	77,948
Al Begamy, Dr. Youssef	328,301

APPENDIX E: PAYEE LIST

Vendor Name	Payment
Alberta Traffic Supply	125,701
Alcon Canada Inc.	897,666
Alere Inc.	643,524
All Sask Coffee Services Inc.	199,005
Allergan Inc.	95,726
Alliance Energy Ltd.	1,155,869
Allscripts Healthcare LLC	71,982
Alsask Fire Equipment Ltd.	52,088
Alshrif, Dr. Moustfha	51,534
American Medical Systems	190,201
Ames, Dr. Christina	355,974
AMO Canada Company	1,185,888
AMT Electrosurgery	442,078
Amyotte, Charissa	58,322
Analogic	109,410
Analysis Works Inc.	388,540
Andre Claassen Medical Prof. Corp.	442,933
Anexxa Medical Technologies Inc.	134,007
Anixter Canada Inc.	59,388
Arch Transco Ltd.	256,817
Arjohuntleigh	455,226
Arnold Medical Professional Corporation	554,714
Arthrex Inc.	522,581
Arwini, Dr. Mohamed	52,345
Ascent Management Group Inc.	52,936
Asiniwasis, Dr. Rachel	60,150
Aspe Lucero, Dr. Carlos	590,134
Aspen Medical Surgery Inc.	828,107
Associated Asbestos Abatement Ltd.	86,184
Associated Health Systems	260,173
Atigari, Dr. Anike	56,823
B and R Holdings Inc.	129,958
Bancescue, Joel	57,789
Bard Canada	861,743
Baxter	2,861,877
Bayer Inc.	357,472
Bayer Medical Care Inc.	163,108
BD Biosciences	62,551
BDM IT Solutions Inc.	313,004
Beckman Coulter Canada LP	790,240
Becton Dickinson	249,315
Bee Clean	137,506
Behforouz, Dr. Ali	251,420
Bellows, Dr. Anne	423,744
Bennett Dunlop Ford Sales Limited	63,225
Beukes Vorster Medical Prof. Corp.	205,957
BGI	85,528
Bhargava, Dr. R	64,849
Bijhan Ebrahim Medical Prof. Corp.	328,761
Bio Rad Laboratories Canada Ltd.	295,062
Biomed Recovery and Disposal	1,056,968
Biomerieux Canada Inc.	424,942
Biomet Canada Inc.	210,563
BMS Integrated Services Inc.	57,107
Bomimed Inc.	267,039
Boston Scientific Corp.	1,847,040
Bowers Medical Supply Co.	93,424
Bracco Imaging	432,138
BSN Medical Inc.	80,686
Bunzl Canada	329,487
Burgess, Chris	62,757
Burgess, Janice	97,809
CA360 Studio Architecture Planning	70,009
Caltec Flooring Ltd.	229,452
Can Med Healthcare	69,397
Canadian Hospital Specialties Ltd.	288,568
Cardinal Health Canada	7,397,612
Cardiomed Supplies Inc.	63,045
Carefusion Canada 307 ULC	312,395
Carestream	221,688
Carl Zeiss Canada Limited	408,999
Carson, Dr. G.	81,215
Cascade Dafo Inc.	62,267
Cassandra Klassen Consulting	132,720
CCR Construction Ltd.	217,341
CDW Canada Inc.	579,113
Centennial Foodservice	401,538
Chang Surgical PC Inc.	60,839
Charis Medical	72,674
Chief Medical Supplies Ltd.	1,150,576
Chittronics	574,080
Christie Consulting Inc.	220,593
Christie Mechanical	270,391
Chukwujekwu Medical Prof. Corp.	165,869
Cisco Systems Capital Canada Co.	362,086
Citagenix Inc.	335,143
Citrix Systems Inc.	76,107
Cityview Properties	181,971
Clarion Medical Technologies	164,067
Clearlite Glass Ltd.	60,301
Coca Cola Bottling Ltd.	73,737
College Of American Pathologists	77,948
Commissionaires Saskatchewan	117,968
Computrition Inc.	59,474
Conexus Arts Centre	112,660
Conmed Linvatec	526,924
Conroy Ross Partners Limited	213,548
Convatec Canada	126,409
Cook (Canada) Inc.	1,589,498
Cormark Accommodations	53,241
Corporate Security Supply Ltd.	50,448
Coutts Courier Company Ltd.	567,909
Covidien Canada ULC	3,314,451
Cowley, Dr. Jennifer	107,867
CPDN 3130827 Canada Inc.	2,603,273
Crane Canada Ltd.	81,277
Crown Enterprises Ltd.	138,578
Crown Shred and Recycling	106,762
Crucell Vaccines Inc.	80,101
Cypress Sales Partnership	63,734

APPENDIX E: PAYEE LIST

Vendor Name	Payment
Dafco Filtration Group	62,555
Damodharan Psychiatric Services PC Int	522,767
Darvek Consulting	206,015
Davis, Lance	90,295
Davoodi, Dr. Gholamreza	112,936
Dawsco Services Ltd.	284,152
Dayo Oladipo Medical Prof. Corp.	638,497
DC Strategic Management	179,691
De Lage Landen Financial Services Canada Inc.	62,804
Dehghani, Dr. Payam	68,612
Denis Jones Medical Prof. Corp.	89,008
Denson Commercial Food Equipment Inc.	59,190
Devaraj, Dr. R.	104,319
Devicor Medical Canada Inc.	76,633
Diana Marvin	59,542
Dianna Ghaniabadi Medical Prof. Corp.	204,005
Diasorin Inc.	130,013
Dima Okojie, Dr. Sylvester	313,109
Direct Integrated Transportation	148,219
DJO Canada Inc.	144,285
DLGL Ltd.	777,248
DMS Health Technologies Inc.	313,005
Do All Floors Ltd.	77,188
Donna L Ledingham Medical Prof. Corp.	420,056
Donna L. Towers Consulting Inc.	85,511
Dr. A. J. Kilmury Medical Prof. Corp.	319,305
Dr. A. Kielly Medical PC Inc.	301,012
Dr. A. Papish Medical Prof. Corp.	251,289
Dr. A. Van Der Merwe Medical Prof. Corp.	99,549
Dr. Al Hayki Medical Prof. Corp.	546,420
Dr. Alexander Wong Medical Prof. Corp.	326,991
Dr. Allison Crichlow Medical Prof. Corp.	95,522
Dr. Alseraye Medical Prof. Corp.	415,450
Dr. Amer Khalifa Medical Professional Corp.	51,013
Dr. Angela Arnold Medical Prof. Corp.	452,440
Dr. Angela Poole Medical Professional Corp.	61,379
Dr. Angus David Kirby Medical Prof. Corp.	610,766
Dr. Annabelle Mang Med. Prof. Corp.	97,593
Dr. AP Meyer Medical Prof. Corp.	152,166
Dr. Bakul Deb Medical Prof. Corp.	391,490
Dr. Brenda Keeping Medical PC Ltd.	99,093
Dr. C. R. Houlie Medical Prof. Corp.	385,081
Dr. Charles W. Kowalski Med. Prof. Corp.	75,511
Dr. Chris Ekong Neurosurgical Clinic Inc.	51,510
Dr. Corrine Jabs Medical Prof. Corp.	227,645
Dr. D. Soderberg Medical Prof.	77,310
Dr. David Kopriva Medical Professional Corp.	659,238
Dr. DJ McCarville Vascular Surgeon Prof. Corp.	659,497
Dr. E. Le Roux Medical Prof. Corporation	595,549
Dr. Edward Patterson Medical Prof. Corp.	560,591
Dr. Elias Oluma Medical Prof. Corp.	90,447
Dr. F. Lien Medical Prof. Corp.	113,831
Dr. Farzana Timol Medical Prof. Corp.	159,673
Dr. Francis Bowen Medical Prof. Corp.	208,875
Dr. G. Teichler Medical Prof. Corp.	110,567
Dr. Glenda Kaban Medical Prof. Corp.	273,998
Dr. Glenn Ollenberger Prof. Corp.	878,283
Dr. H. Bouwer Med. Prof. Corp.	64,546
Dr. Heather Mollison Medical Prof. Corp.	70,966
Dr. J. A. Fourie Medical Prof. Corp.	541,249
Dr. J. Baig Medical Professional Corporation	347,685
Dr. J. D. Booker Medical Professional Corp.	67,565
Dr. J. E. Buwembo Medical Prof. Corp.	63,683
Dr. J. G. Van Der Merwe Anesthesiology P.G. Inc.	107,941
Dr. J. H. E. Mcbain Medical Prof. Co.	54,339
Dr. J. P. Rossouw Medical Prof. Corp.	619,053
Dr. J. R. Fritz Medical Prof. Corp.	52,111
Dr. J. Stewart Mcmillan Medical Prof. Corp.	115,561
Dr. J. Vlok Medical Prof. Corp.	53,595
Dr. James Coruzzi Medical Prof. Corp.	410,635
Dr. Jane Arthur Medical Professional Corp.	491,175
Dr. Jennifer Baird Medical Surgical Prof. Corp.	61,031
Dr. Jeremy D. Fitzgerald Medical Prof. Corp.	378,350
Dr. Jill Wooff Medical Prof. Corp.	469,681
Dr. Joan Baldwin Medical Prof. Corp.	83,583
Dr. John Alport Medical Professional Corp.	289,588
Dr. John Hanson Medical Prof. Corp.	386,824
Dr. Juri Van Staden Med. Prof. Corp.	220,067
Dr. Kamencic Medical Prof. Corp.	80,964
Dr. Kamla Verma Medical Prof. Corp.	159,349
Dr. Kathy J. Ferguson Medical Prof. Corp.	398,295
Dr. Kumaravel Pillay Medical Prof. Corp.	541,326
Dr. Kyle Gorman Medical Prof. Corp.	123,046
Dr. Kyle Raab Medical Prof. Corp.	65,744
Dr. L. Byker Professional Corporation	401,850
Dr. Lane Rathgeber Medical Prof. Corp.	259,867
Dr. Lourens Blignaut Medical Professional Corp.	239,656
Dr. Lucas Potgieter Medical Professional Corp.	607,236
Dr. Mark Cherry Medical Prof. Corp.	117,975
Dr. Michael Lang Medical Professional Corp.	142,921
Dr. Nasimbanu Alibhai Medical Prof. Corp.	115,746
Dr. Natarajan Medical Prof. Corp.	388,940
Dr. Nermeen Youssef Medical Prof. Corp.	285,888
Dr. Oladapo Soyemi Medical Professional Corp.	400,288
Dr. Olaogun Medical PC Inc.	509,850
Dr. Ole Rasmussen Medical Prof. Corp.	157,507
Dr. Osama Al Agha Pathologist PC Inc.	587,517
Dr. Osita Elendu Medical Professional Corporation	355,734
Dr. Patels Medical Professional Corporation	256,240
Dr. Prakash C. Patel Medical Professional Corp.	50,458
Dr. R. H. Abdulla Medical Prof. Corporation	194,365
Dr. R. Marwah Medical Prof. Corp.	102,781
Dr. R. Siva Medical Prof. Corp.	66,079
Dr. R. Varma Medical Prof. Corp.	96,213
Dr. R.E. Nesbitt Medical Prof. Corp.	447,429
Dr. Randall Radford Medical Prof. Corp.	489,994
Dr. Rashaad Hansia Medical Prof. Corp.	307,000
Dr. Raul Garcia Medical Prof. Corp.	91,636
Dr. Ravinder Likhari Medical Professional Corp.	317,962

APPENDIX E: PAYEE LIST

Vendor Name	Payment
Dr. Reynoldo Cardoso Maternal-Fetal Medicine and Gynecology PC Inc.	73,372
Dr. Rodney Zimmermann Medical Prof. Corp.	77,232
Dr. Ryan Lett Medical Prof. Corp.	71,026
Dr. S. Brent Harold Plains Medical Clinic	116,182
Dr. S. C. Bester Medical Prof. Corp.	115,601
Dr. S. C. Petryk Medical Prof. Corp.	234,980
Dr. S. Haque Medical Prof. Corp.	352,099
Dr. S. Hoffman Med. Prof. Corp.	321,970
Dr. S. Yousef Medical Professional Corporation	275,680
Dr. Sanjay Jacob Medical Prof. Corp.	642,069
Dr. Stephen Korkola Cardiac Surg. Prof. Corp.	81,864
Dr. Steven K. Lwanga Medical Professional Corp.	87,737
Dr. T. Bhanu Prasad Medical Prof. Corp.	122,777
Dr. T. Potgieter Medical Prof. Corp.	197,146
Dr. Terrance A. Ross Med. Prof. Corp.	372,975
Dr. Thomas Izekor Medical PC Inc.	131,760
Dr. Timothy Rosser Medical Prof. Corp.	106,375
Dr. Tyler Mclaren Medical Prof. Corp.	104,541
Dr. V. Bedard Medical Prof. Corp.	50,541
Dr. V. Jeena Medical Prof. Corp.	99,295
Dr. V.K. Patel Medical Prof. Corporation	412,245
Dr. Verna Scott Med. PC Inc.	735,281
Dr. Vijay Trivedi Medical Professional Corp.	878,681
Dr. W. Lok Medical Prof. Corp.	159,773
Dr. Warren Dufour Medical Prof. Corp.	93,813
Dr. Y. Abu Ghazaleh Medical Prof. Corp.	129,965
Dr.Jamison Medical Prof. Corp.	449,634
Draeger Medical	450,605
Dressler Medical Prof. Corp.	251,258
Duffy, Dr. P. J.	94,621
Ebsco	506,172
Ecolab Ltd.	207,156
Eden Textile	151,100
Edward C. Alport Medical Prof. Corp.	673,728
Edwards Lifesciences (Canada) Inc.	383,764
Eecol Electric (Sask) Ltd.	210,291
eHealth Saskatchewan	1,100,412
Eisa Medical Prof. Corp.	562,068
Ellwood, Dr. Amanda	62,410
Elsevier B. V.	59,012
Emco Corporation	85,802
Epic Information Solutions	233,931
Erv Parent Co. Ltd.	51,804
Evolution Presentation Technologies	353,567
Evraz Place	74,550
Fahlman, Dr. Nicole	233,618
Falkenberg, Dr. Konnie	303,782
Farnorth Sales Association	213,272
Fedex	123,566
Ferring Inc.	63,094
Filomeno Medical Professional Corporation	81,287
First Databank Inc.	73,747
Fisher and Paykel Healthcare Inc.	102,505
Fisher Scientific Ltd.	187,544

Vendor Name	Payment
Flynn Canada Ltd.	70,681
Francis, Harry	54,175
Fraser Health	146,273
Fresenius Medical Care Canada	600,136
Fries Tallman Lumber (1976)	50,662
Fujifilm Sonosite Canada Inc.	232,126
G B R Holdings Inc.	68,282
G. Hahn Contracting Ltd.	277,425
Gabrysh, Jennifer	61,316
Gambro Renal Products	55,321
Gamma Dynacare Medical Lab	3,033,232
Ganshorn, Dr. Keren	141,211
Gateway Mechanical Services	576,025
GDI Services (Canada) LP	286,337
GE Healthcare Canada Inc.	2,881,083
Geanel Restaurant Supplies	106,702
Gerbrands Medical Prof. Corp.	322,338
Getinge Canada Limited	312,527
Ghremida, Dr. S.	51,046
Ghumman, Dr. T.	99,492
Giesinger, Dr. Carolyn	66,053
Glaxosmithkline Inc.	249,293
Grand and Toy Limited	1,183,588
Greenfield Specialty Alcohols Inc.	77,505
H and R Custom Water Ltd.	63,207
Haemonetics Canada Ltd.	65,691
Health Shared Services Saskatchewan	2,037,548
Healthcare Insurance Reciprocal Of Canada	1,613,219
Healthmark Ltd.	239,458
Healthtech Consultants	157,410
Hewlett Packard Canada Co.	184,676
Hill Rom Canada Ltd.	162,510
Hill, Desmond	64,061
Hipperson Construction	489,315
HJ Linnen Associates Ltd.	82,037
Hobeika, Dr. Sharon	54,280
Hogan, Wayne T.	67,240
Holmes, Dr. Stuart	51,673
Hologic Limited Partnership	721,808
Hometown Co-operative Ltd.	61,810
Horizon Computer Solutions	82,500
Hoskins, Dr. Christopher Ryan	261,795
Hospes Palliative Medical Prof. Corp.	170,694
Hospira Healthcare Corporation	4,972,027
Huck, Michael	55,159
Huisamen, Dr. Charles	148,508
Huisamen, Dr. Louis	112,876
HVAC Sales (1997) Ltd.	143,238
HVDM Medical Prof. Corp.	525,960
Hyundai Motor Finance	74,250
IBM Canada Ltd.	62,272
IMG Communication Specialist	63,000
Imperial Parking Canada Corporation	50,185
Independent Choice Distribution	222,340
Independent Living Inc.	93,339

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Vendor Name	Payment
Industrial Restoration Services Ltd.	76,209
Infor Canada Ltd.	269,482
Inland Audio Visual	147,557
Ino Therapeutics	265,428
Inspirewerx Enterprise Inc.	128,438
Instrumentation Laboratory Canada Ltd.	346,576
Integra Canada ULC	263,402
Inter Medico	209,063
Inter V. Medical Inc.	224,414
Intergraph Canada Ltd.	918,318
Intouch Health	184,895
Ishaan Sundar Medical Prof. Corp.	479,367
Island Corporation	241,650
J. Burnett Consulting	94,973
J. Minion Medical Prof. Corp.	458,925
Jacqueline Kraushaar Medical Prof. Corp.	333,892
Jamieson Controls Inc.	107,581
Jayaprakash Medical Prof. Corp.	85,218
Jeffrey Betcher Medical Prof. Corp.	203,900
John Tsang Medical Prof. Corp.	113,529
Johnson and Johnson	4,498,636
Jones, Dr. A.	66,684
Joy Dobson Medical Prof. Corp.	76,325
Jubilant Draximage Inc.	61,490
K. Saczek Medical Prof. Corp.	152,397
Karl Storz Endo	379,730
Karunakaran, Dr. S.	50,437
Kasipillai, Dr. G. A. L.	109,983
Kavulu, Dr. A. Lillian	155,651
KCI Medical Canada	274,449
Keir Surgical Ltd.	92,195
Keyes, Dr. Robert	56,834
KMP Law	69,176
Kobie Van Heerden Medical Professional Corporation	216,822
Koch, Gus	76,866
Kone Inc.	522,934
Korol Dr. D. Medical Prof. Corp.	450,967
Kramer Ltd.	58,197
Kumar, Dr. Anil	64,255
Labtician Ophthalmics Inc.	223,499
Labuschagne Medical Prof. Corp.	691,156
Lac-Mac Limited	151,161
Lantheus Mi Canada Inc.	229,324
Laursen, Dr. B.	90,294
Lavoie, Dr. Andrea	58,809
Le Maitre Vascular	72,449
Leica Microsystems Canada Inc.	723,333
Lesanko, Christopher	59,473
Lifecell Canada	65,774
Lindenbach, Rebekah	64,803
Linvatec Canada	418,972
Lionel Medical Professional Corporation	451,900
Loraas Disposal Service Ltd.	274,648
LS Security Systems	54,526

Vendor Name	Payment
Lucyk, Keith	66,328
Lush Lawn Ltd.	266,833
Luu, Dr. Thanh	131,791
Lymphedema Depot	71,228
MacPherson Engineering Inc.	139,863
MacPherson Leslie and Tyerman LLP	268,268
Macquarie Equipment Finance Ltd.	278,509
Mahmood, Dr. Tahir	53,056
Majestic Air Inc.	71,878
Malejczyk Medical Prof. Corp.	436,403
Mali, Dr. B.	104,300
Malley Industries Inc.	840,340
Mallinckrodt Canada ULC	383,025
Manrex Limited	139,205
Maquet-Dynamed Inc.	627,610
Marsh Canada Ltd.	661,135
Martha Briggs Medical Professional Corp.	61,168
Maslany, Dr. Jurgen	107,331
Mazamisa, Dr. V. M.	375,229
Mazenc Fuels Ltd.	74,378
McArthur Medical Sales	63,423
McDougall. Dr. R. S.	74,609
McEachern, Linda	65,534
McGinn, Pat	56,550
McKesson Canada	7,633,537
McKesson Information Solutions	390,415
McLeod, Dr. Joanne	318,565
McNair Business Development	110,124
Med2020	74,861
Medela Inc.	319,664
Medelco	74,238
Medfort Medical Prof. Corp.	304,821
Medicalmart West	145,779
Medichair Regina	275,577
Medi-Fax Canada Inc.	422,625
Medigas Inc. (Praxair)	55,215
Meditek	209,882
Medline Canada	60,748
Medtronic of Canada Ltd.	10,085,466
Mehmood Anesthesiology Associates PC Inc.	120,000
Mehta, Dr. Ashish K.	52,213
Melcor REIT Limited Partnership	407,135
MGM Communications	66,240
Miller Thomson LLP	262,066
Minister of Finance	1,390,079
Ministry of Central Services	105,879
Minnaar Medical Prof. Corp.	526,258
MIP Inc.	165,113
Mobile Instrument Service	64,321
Moore Canada	171,985
Moosomin Family Practice Centre	320,308
Morguard Corporation	1,193,689
Moustapha, Dr. A.	82,957
Muftah, Dr. Abdalla	59,653
Musculoskeletal Transplant	76,222

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Vendor Name	Payment
Nalco Canada Inc #C3124	157,086
Natus Medical Inc.	119,297
Neps LLC	67,649
Newcomp Inc.	469,855
NewWest Enterprise Property Group	67,954
Nordion Canada Inc.	78,400
Novartis Ophthalmics	96,203
Novartis Pharmaceuticals Canada	1,639,549
Nuance Communications Inc.	343,755
Odgers Berndtson Canada Inc.	54,091
O'Grady, Dr. M.	150,028
Olympus Canada Inc.	2,794,319
O'Malley, Dr. Anna	302,641
Onasanya, Dr. Lanre	63,114
One Stop Vacuum Centre	70,100
Oracle Canada ULC	282,534
Ortho Clinical Diagnostics Canada Holdings	132,965
Ortman, Frank	73,291
Orto Ped	370,122
Orukpe, Dr. Ivor	64,965
Ossur Canada Inc.	207,328
Otto Bock Healthcare Canada Ltd.	190,143
Oxoid Company	203,637
P.J. Swart Medical PC Inc.	532,477
Paradigm Consulting Group Inc.	279,720
PartsSource	65,475
Patterson Medical Canada	89,975
Paul C. Chang Medical Prof. Corp.	154,177
PC Place Ltd.	144,776
PCL Construction Management Inc.	2,804,557
Pebane, Dr. Bright	377,517
Pebane, Dr. M. Donald	508,997
Pegu, Dr. Satyaranjan	271,013
Pentax	151,691
Percy H. Davis	97,971
Peters, Catherine	132,762
Philips Healthcare	2,175,207
Phonak Canada Ltd.	322,999
Physio Control Canada Sales Ltd.	161,747
Pieter Muller Medical Prof. Corp.	563,223
Pikaluk, Dr. D. Ryan	106,689
Pillay, Dr. P.	51,992
Pipestone Kin Ability Centre Inc.	190,529
Plains Medical Clinic PC Ltd.	65,895
Pozniak Safety Associates Inc.	94,611
Prairie Distributors	159,291
Prairiemobile Communications	54,128
Praxair Canada Inc.	258,659
Praxis Consulting Ltd.	90,802
Precise Temp. Refrigeration Ltd.	69,086
Primed Canada Inc.	154,710
Pringle, Cole	62,538
Pro Metal Industries Ltd.	93,171
Procura	225,822
Provincial Health Services Authority	351,643
Provincial Medical Supply	466,830
Purolator Inc.	113,694
Quest Medical Inc.	60,987
R and D Paving And Landscaping	117,123
Radiology Associates of Regina Medical PC Inc.	20,155,116
Radiology Consultants Associated	1,221,870
Radiometer Canada	242,198
Rao, Dr. Jagadish	173,574
Rattray Flavelle Medical Prof. Corp.	95,820
Reddi, Dr. K. Medical Professional Corp.	399,208
Refrigerative Supply	64,832
Regina Police Service	239,346
Regina Public Schools Div. 4 of Sask.	67,056
Rehman, Dr. Habib Medical Corporation	88,029
Reliable Heating and Cooling Ltd.	195,627
Resolveit Solutions	73,831
Rhonda Zwack Medical Prof. Corp.	77,165
Richards Cabinets and Millwork	76,976
Richardson, Dr. B.	55,174
Ritenburg and Associates	237,346
Riteway Electric	77,068
RK Holding Corp.	203,359
Robert J. Horner Medical Prof. Corp.	467,812
Robin Hughes Medical Prof. Corp.	357,252
Roche Diagnostics	780,421
Rodwan, Dr. Kahled	53,467
Rubicon Pioneer Village Pharmacy	246,938
Rudovich Medical Professional Corp.	564,171
Russell Food Equipment Ltd.	197,167
RWI Informatics Inc.	159,704
Ryan Consulting Services Inc.	192,605
Ryzer Door	240,516
S. A. Chandrakanth Medical Prof. Corp.	135,155
S. Du Toit Medical PC Inc.	119,394
Salus Global Corporation	53,890
Sanofi Pasteur Limited	140,938
Saputo Dairy Products	275,709
Saskatchewan Abilities Council	67,356
Saskatchewan Academic Health Sciences Network	64,482
Saskatchewan Polytechnic	99,500
Saskatoon Health Region	295,784
Saskatoon Trading Company Ltd.	91,910
SaskEnergy	2,689,967
SaskPower	7,377,268
SaskTel	3,993,392
Scalar Decisions Inc.	93,986
SCC Soft Computer	794,731
Schaan Healthcare Products	7,705,120
Seaman, Dr. Jennifer	67,715
Select Medical Connections Ltd.	941,054
Seno, Dr. Rommel	84,037
Serenity Medical Prof. Corp.	355,401
Sexauer Ltd.	61,975
Seymour, Dr. Julie	211,511

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Vendor Name	Payment
SGI	195,847
Sheila Smith Medical Professional Corporation	124,310
Shepherd, Dr. D.	81,558
Shona Imlah MD Inc.	159,439
Shoppers Home Health Care	379,227
Siemens Canada	428,286
Siemens Hearing Instruments Inc.	444,267
Sigma Industrial Sales Ltd.	136,238
Simplex Grinnell	65,672
Six Three Furnished Suites Inc.	62,885
Skillsoft Canada Ltd.	69,570
Skinnermclaughlin Medical Prof. Corp.	292,039
Skylink Receivables Inc.	50,028
Slabbert, Dr. Jaco	139,383
Sleeva, Terri	55,015
Smith and Nephew Inc.	621,149
Smith, Dr. Mark	75,153
Smith, Sean	64,789
Smiths Medical Canada Ltd.	223,229
Somagen Diagnostics	564,295
Soper, Dr. Juliet	386,908
Sorin Group Canada Inc.	473,753
Sotomi Medical PC Inc.	52,259
Souf, Dr. S.A.	54,793
Source Office Furnishings	345,007
Southmedic Incorporated	57,851
Spicers Canada ULC	300,812
Sridhar, Dr. G. Med. Professional Corp.	69,865
St. Jude Medical Canada Inc.	606,062
Stantec Architecture Ltd.	303,476
Stantec Consulting Ltd.	125,028
Stapol Consulting	163,448
Starkey Labs - Canada Co.	70,005
Staseson Klein Applicators Ltd.	103,996
Steris Canada Ltd.	544,948
Streamline Contracting Ltd.	68,033
Stryker Canada LP	5,563,557
Stryker Medical Professional Corp.	113,344
Student Energy In Action for Regina Community Health Inc.	50,000
Success Office Systems	77,242
Sullivan Healthcare Consulting Canada Co.	511,782
Suncor Energy Products Partnership	237,697
Sunil V. Khaladkar Medical Prof. Corp.	129,197
Sunovion Pharmaceuticals Canada Inc.	474,010
Sunrise Health Region	63,645
Superior Forklift Ltd.	122,047
Supreme Office Products Ltd.	175,831
Surgical Centres Inc.	4,312,679
Surgical Products Specialties	82,707
Swets Information Services Ltd.	59,222
Synthes (Canada) Ltd.	924,118
Sysco	6,920,269
Tab Products Canada	84,498
Taki Medicine Professional Corporation	338,571

Vendor Name	Payment
Taylor, Dr. Ron Medical Prof. Corp.	318,662
Taylor, Greg	72,996
Teleflex Medical Canada Inc.	542,878
Terumo BCT Canada Inc.	146,035
The Alport Family Trust	64,120
The Binding Site	53,840
The Caldwell Partners International	153,997
The Herjavec Group Inc.	98,933
The Lifemed Group Inc.	263,817
The Stevens Company	2,024,847
Theo Le Roux Med. Prof. Corp.	149,572
ThyssenKrupp Elevator	433,401
Tiann F. A. Ocarroll Medical Prof. Corp.	184,047
Tornier Orthopedics Inc.	332,896
Toshiba	659,066
Towers Ltd.	59,907
Translogic Ltd.	61,960
Trudell Medical Marketing Limited	224,491
Truven Health Analytics Inc.	62,027
TS and M Supply	79,038
Ultramed Inc.	74,248
Ultraray Medical Products	63,214
Umuthi Medical PC Inc.	540,269
Unisource	50,899
University of Regina	97,212
University of Saskatchewan	465,731
Valeant Canada LP	112,252
Van Des Accessible Transit Inc.	85,891
Vantage Endoscopy	588,052
Verathon Inc.	77,849
Viking Fire Protection Inc.	112,756
Vipond Fire Protection Inc.	149,281
Vital Aire	601,807
VWR International	206,714
W. L. Gore and Associates Canada Inc.	185,111
Walters Industrial Mechanical	245,230
Warner Industries Ltd.	144,294
Warner Leasing Company Ltd.	149,215
Warner Truck Industries	483,078
WBM Office Systems	1,066,552
WBS Wholesale Bakery Specialties Ltd.	144,497
Wesco	153,138
Westcan Vac Services Inc.	233,145
Western CML Cleaners	83,284
Westfield Fleet Street Ltd.	142,292
Weston Bakeries Limited	121,939
Wheels on Wheels Specialty Transportation Ltd.	87,519
White Birch Medical Prof. Corp.	337,681
Widex Canada Ltd.	100,912
Williams Wildenboer Medical Prof. Corp.	676,990
Winnipeg Regional Health Authority	55,973
Winnipeg Street Business Centre Ltd.	79,867
Wood Wyant Inc.	976,785
Wu, Dr. Edwin	231,663
Yorkton Plumbing and Heating	117,287

APPENDIX E: PAYEE LIST

Vendor Name	Payment
Yueng Chan A. Medical Prof. Corp.	173,846
Zacharias Medical Professional Corporation	97,757
Zimmer of Canada	5,199,204
Zwai, Dr. A. M.	61,629

Transfers

Listed, by program, are transfers to recipients who received $50,000 or more

Vendor Name	Payment
615672 Saskatchewan Ltd.	531,751
Aboriginal Family Service Centre	861,260
AIDS Program South Saskatchewan	58,943
All Nations' Healing Hosptial Inc.	5,603,106
Autism Resource Centre	712,324
Canadian Mental Health Association / Regina Branch	479,326
Canadian Red Cross	177,035
CBI Physical Rehabilitation Centre	122,371
Cupar and District Nursing Home Inc.	3,262,421
Cupar Lions Volunteer Ambulance	327,024
Downtown Physiotherapy Centre	178,102
Extendicare Elmview	4,829,690
Extendicare Parkside	13,512,742
Extendicare Sunset	8,402,540
Hope's Home Inc.	436,200
Hutch Ambulance Service Inc.	626,088
Imperial and District Ambulance Inc.	161,307
JT Ambulance Service Inc.	501,110
Lumsden and District Heritage Home Inc.	2,621,702
Mobile Crisis Services, Inc.	111,233
Mutchmor Lodge	73,315
North Central Community Association	52,329
Phoenix Residential Society	1,547,007
Planned Parenthood Regina	184,726
Prairie Ambulance Care (1998) Ltd.	361,686
Rainbow Youth Centre	756,895
Ranch Ehrlo Society	739,657
Raymore Community Health and Social Centre	76,888
Regina Community Clinic	177,165
Regina Early Learning Center Inc.	1,398,389
Regina Open Door Society Inc.	429,566
Regina Recovery Homes Inc.	1,291,823
Regina Sports and Physiotherapy Clinic	178,327
Santa Maria Senior Citizen's Home Inc.	10,512,380
Soo Line Ambulance Association	285,488
Stepping Stones Childcare Co-operative	134,328
Street Workers Advocacy Program	226,833
Synergy Physio Inc.	143,400
The Governing Council of The Salvation Army	319,201
The Qu'Appelle Diocesan Housing Company	1,455,014
The Regina Lutheran Housing Corporation	5,148,943
The Salvation Army William Booth Special Care Home	8,779,493
Valley Ambulance Care Ltd.	531,463

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